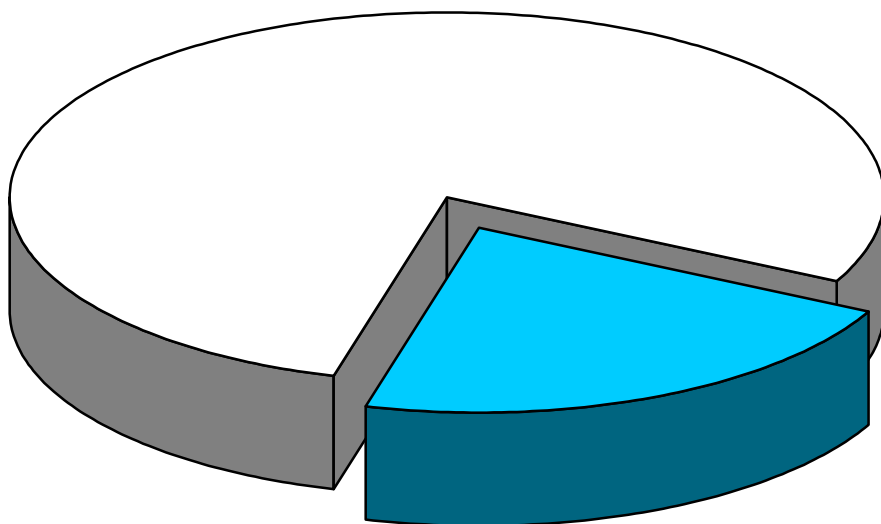


**Total General Fund Operating Budget
\$307.7 Million**

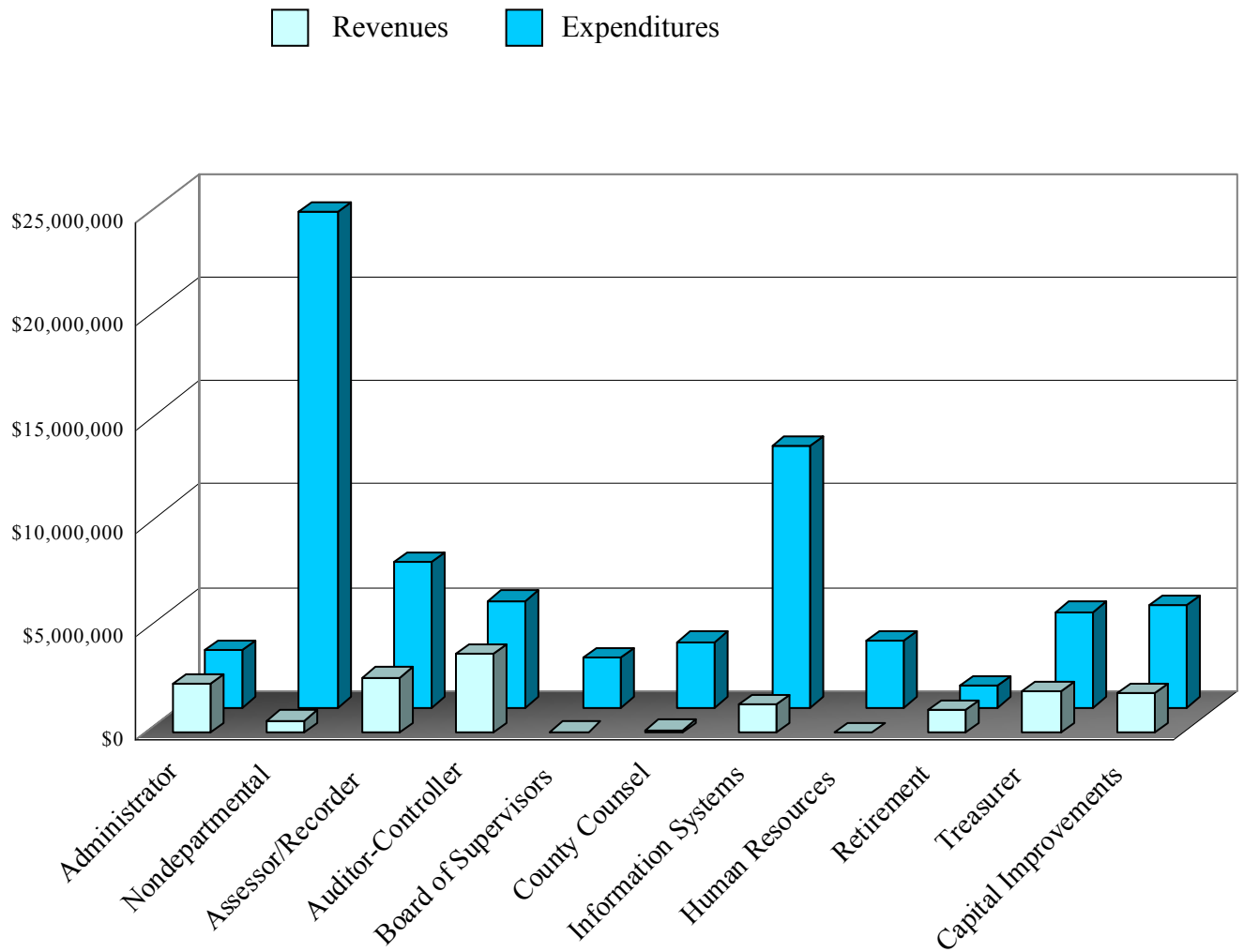


**Administration & Finance*
\$66.2 Million**

*Includes \$24 Million for Non-Departmental Expenses

Administration and Finance Functional Group

Expenditures and Revenues for FY 2003-2004



Functional Group Summary Administration & Finance

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 22,155,984	\$ 25,401,762	\$ 28,976,011	\$ 30,685,865
Services and Supplies	19,223,991	20,707,488	34,239,809	36,004,790
Other Charges and Reserves	785,833	821,533	892,751	853,836
Projects and Fixed Assets	2,094,356	2,573,357	2,332,095	2,704,070
Interdepartmental Charges	(2,217,653)	(1,284,989)	(1,268,648)	(1,746,583)
Total Expenditures	\$ 42,042,511	\$ 48,219,151	\$ 65,172,018	\$ 68,501,978
Revenues				
Local Taxes	\$ -	\$ -	\$ -	\$ -
Other Local Revenue	10,995,789	13,391,112	12,080,899	10,961,687
Federal Assistance	97,989	149,233	129,915	91,000
State Assistance	1,330,057	652,047	423,160	383,329
Total Revenues	\$ 12,423,835	\$ 14,192,392	\$ 12,633,974	\$ 11,436,016
Net County Costs	\$ 29,618,677	\$ 34,026,759	\$ 52,538,044	\$ 57,065,962
Allocated Positions (FTE)¹	324.15	325.15	329.15	327.70
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	52.70%	52.68%	44.46%	44.80%
Percent Change in Total Expenditures	n/a	14.69%	35.16%	5.11%
Percent Change in Total Revenues	n/a	14.24%	-10.98%	-9.48%
Percent Change in Net County Costs	n/a	14.88%	54.40%	8.62%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

This summary presents information in aggregated format regarding expenditures, revenues and net County costs for the departments that make up the Administration & Finance Functional Group. Not included in the table is the financial data for Capital Improvements (Fund 130), Fish & Game, Non-Select Revenues, and Contingencies budget centers. Included are data for the following departments:

- Board of Supervisors
- County Administrator
- Assessor-Recorder
- Auditor-Controller
- County Counsel
- Human Resources
- Information Services & Technology
- Retirement
- Treasurer-Tax Collector/Registrar/
County Clerk

The mission of the County of Marin is to provide excellent services that support healthy, safe and sustainable communities; preserve Marin's unique environmental heritage; and encourage meaningful participation in the governance of the County by all.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 1,455,090	\$ 1,655,166	\$ 1,883,056	\$ 1,991,209
Services and Supplies	84,587	109,170	140,040	112,040
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	19,899	24,550	24,162	-
Interdepartmental Charges	182,331	242,901	263,838	291,970
Total Expenditures	\$ 1,741,907	\$ 2,031,787	\$ 2,311,096	\$ 2,395,219
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	17,888	9,099	5,000	5,000
Federal Assistance	-	-	-	-
State Assistance	54,049	54,050	-	-
Total Revenues	\$ 71,937	\$ 63,148	\$ 5,000	\$ 5,000
Net County Costs	\$ 1,669,970	\$ 1,968,639	\$ 2,306,096	\$ 2,390,219
Allocated Positions (FTE)¹	21.25	21.25	21.25	21.25
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	83.53%	81.46%	81.48%	83.13%
Percent Change in Total Expenditures	n/a	16.64%	13.75%	3.64%
Percent Change in Total Revenues	n/a	-12.22%	-92.08%	0.00%
Percent Change in Net County Costs	n/a	17.88%	17.14%	3.65%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

This summary presents information in aggregated format regarding expenditures, revenues, and net County costs for the following three budget centers administered by the Board of Supervisors:

- 111 - Board of Supervisors
- 112 - Assessment Appeals Board
- 116 - Peace Conversion

111 – Board Of Supervisors Administration & Finance

Annette Rose, President

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 1,397,999	\$ 1,604,765	\$ 1,789,838	\$ 1,886,963
Services and Supplies	84,206	107,964	131,840	103,840
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	19,899	24,550	23,268	-
Interdepartmental Charges	180,136	239,340	260,373	287,599
Total Expenditures	\$ 1,682,239	\$ 1,976,619	\$ 2,205,319	\$ 2,278,402
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	2,898	1,800	4,500	4,500
Federal Assistance	-	-	-	-
State Assistance	54,049	54,050	-	-
Total Revenues	\$ 56,947	\$ 55,849	\$ 4,500	\$ 4,500
Net County Costs	\$ 1,625,293	\$ 1,920,770	\$ 2,200,819	\$ 2,273,902
Allocated Positions (FTE)¹	20.50	20.00	20.00	20.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	83.10%	81.19%	81.16%	82.82%
Percent Change in Total Expenditures	n/a	17.50%	11.57%	3.31%
Percent Change in Total Revenues	n/a	-1.93%	-91.94%	0.00%
Percent Change in Net County Costs	n/a	18.18%	14.58%	3.32%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Board of Supervisors serves as the legislative and executive body of Marin County. The five members are elected by district and are required to reside within the district they represent. Supervisors' terms are four years, and either two or three Supervisors are elected every two years.

Major Program Responsibilities

Under California's Constitution and laws, the Board of Supervisors is both the legislative and executive body of County government. The Board also serves as the governing board of the Open Space District, County Free Library, Flood Control District, Lighting District, county service areas, sewer maintenance districts, and the Redevelopment Agency. Within limits prescribed

111 – Board Of Supervisors

Administration & Finance

by the State's Constitution and laws, the Board enacts ordinances, determines policies, adopts annual budgets, fixes salaries, is responsible for seeing that mandated functions are properly discharged, and supervises the activities of County departments.

Major Accomplishments in FY 2002-2003

- ✓ Collaborated with the Marin County Congestion Management Agency to produce a Transportation Vision for the county—a blueprint for multi modal transportation improvements.
- ✓ Initiated local bus transit demonstration program in Novato (EZ Rider), the countywide "Ride and Roll" service and the West Marin Stagecoach, to improve mobility for county residents including seniors and students.
- ✓ Encouraged energy conservation by authorizing a photovoltaic retrofit for the county garage, offering energy retrofit rebates to the community, and expanding energy efficient lighting retrofit projects in county facilities.
- ✓ Encouraged sustainable building practices by sponsoring a Green Business certification program directing county staff to provide information and counseling to homeowners and builders about sustainable building materials and techniques.
- ✓ Invested in key environmental protection programs such as the acquisition of the 600+ acre Bahia property, watershed protection programs, and restoration projects.
- ✓ Affirmed a strong policy of public safety protection through the adoption of an ordinance prohibiting firearms and ammunition on County properties.
- ✓ Took a leadership position on the matter of financial information privacy by adopting a Financial Privacy Ordinance.

- ✓ Continued strong support of the County's Strategic Plan that emphasizes excellent customer service, communications with employees and the public staff training.
- ✓ Continued collaboration with State and regional partners to join a cooperative health plan for MediCal patients to create greater access to health care.

Major Goals and Objectives for FY 2003-2004

- Continue to provide community leadership on the potential redevelopment of San Quentin Prison into a multi-use area including housing, transportation, historic preservation and commercial uses.
- In the context of constrained budget resources, assure the continuity of basic social, health and community mental health services for the community. Prioritize efforts to assure full access to health care by both children and adults.
- Continue to work toward securing long-term funding sources for multi-modal transportation opportunities in the community to assure adequate mobility and reduce congestion.
- Work with community partners such as major employers, community foundations, and public agencies to establish an aggressive program to assist in the financing and development of affordable ownership and rental housing in Marin County.
- Prioritize the use of local resources for maintaining and improving the County's infrastructure of roads, bridges, and other public facilities due to shrinking statewide resources.
- Encourage the continued development of the County budget process to focus on multi-year priority programming consistent with County's Mission Statement.

112 – Assessment Appeals Board Administration & Finance

Annette Rose, President

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 55,951	\$ 49,276	\$ 89,949	100,977
Services and Supplies	382	207	7,200	7,200
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	-	894	-
Interdepartmental Charges	2,195	3,561	3,465	4,371
Total Expenditures	\$ 58,527	\$ 53,044	\$ 101,508	112,548
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	14,990	7,299	500	500
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 14,990	\$ 7,299	\$ 500	500
Net County Costs	\$ 43,537	\$ 45,745	\$ 101,008	112,048
Allocated Positions (FTE)¹	1.25	1.25	1.25	1.25
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	95.60%	92.90%	88.61%	89.72%
Percent Change in Total Expenditures	n/a	-9.37%	91.37%	10.88%
Percent Change in Total Revenues	n/a	-51.31%	-93.15%	0.00%
Percent Change in Net County Costs	n/a	5.07%	120.81%	10.93%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

Pursuant to the provisions of the California Constitution, Article XIII, Section 9.5, the Assessment Appeals Board was created and established in Marin County. The Assessment Appeals Board hears appeals by property owners of assessments established by the County Assessor.

Major Program Responsibilities

Article XIII of the California Constitution authorizes the County to establish an Assessment Appeals Board for the purpose of equalizing the values of all property on the local assessment roll by adjusting individual assessments. The Assessment Appeals Board hears appeals by property owners from the assessments established by the County Assessor.

112 – Assessment Appeals Board

Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Est. Actual ¹	FY 2003-04 Recommend
Number of Applications Filed	190	428	495	500

Major Accomplishments in FY 2002-2003

- ✓ Conducted 11 Assessment Appeals Board hearings.
- ✓ Processed 493 Applications for Changed Assessment as of May 9, 2003.
- ✓ Made improvements to the automated database of Applications for Changed Assessment to increase efficiency and the ability to track application status.
- ✓ Made appropriate revisions to database, internet site and administrative practices to ensure compliance with statutory changes and revisions to State Board of Equalization policies and procedures.
- ✓ Smooth transition following the retirement of a long-time appeals manager in the Assessor's office.
- ✓ Smooth transition following relocation of office and installation of standardized office furniture.
- ✓ Began reorganization of files to eliminate redundant records storage and to ensure compliance with mandated state laws.
- ✓ Continued clerical cross training to ensure sufficient staff are trained in the Assessment Appeals Board functions.

Major Goals and Objectives for FY 2003-2004

- Process an increase in the number of applications that may be filed during FY 2003-04 due to anticipated reinstatement of declined property values, fluctuations in the real estate market, and a change in filing dates.
- Conduct 11 assessment appeals hearings to resolve outstanding cases from prior years and the new caseload.
- Continue to refine the computer database of Applications for Changed Assessment and shared interdepartmental use of the database.
- Continue clerical cross training to ensure sufficient staff are trained in the Assessment Appeals Board functions.
- Continue reorganization of files to eliminate redundant records storage and to ensure compliance with mandated state laws.
- Support attendance of staff and Board members at State Board of Equalization and Clerk of the Board conferences dealing with changes that impact assessment appeals operations.

**Pending Issues and Policy
Considerations for FY 2003-04**

- Changes to local forms, database, internet site and administrative practices to ensure compliance with anticipated revisions to State Board of Equalization forms, policies and procedures.
- Possible changes to Marin County Code regarding Assessment Appeals Board practices and administrative

116 – Peace Conversion Commission

Administration & Finance

Annette Rose, President

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 1,140	\$ 1,125	\$ 3,269	\$ 3,269
Services and Supplies	-	1,000	1,000	1,000
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ 1,140	\$ 2,125	\$ 4,269	\$ 4,269
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	-	-	-	-
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	-
Net County Costs	\$ 1,140	\$ 2,125	\$ 4,269	\$ 4,269
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	100.00%	52.93%	76.58%	76.58%
Percent Change in Total Expenditures	n/a	86.36%	100.93%	0.00%
Percent Change in Total Revenues	n/a	0.00%	0.00%	0.00%
Percent Change in Net County Costs	n/a	86.36%	100.93%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

In 1986, the voters of Marin County passed the Nuclear Free Zone Law. The Peace Conversion Commission, and staff to the Commission, enforces this law, which precludes County government from buying goods or services from, or investing funds in, nuclear weapons contractors whenever acceptable alternative sources exist.

Major Program Responsibilities

The Commission is responsible for conducting a timely phase-out of nuclear weapons contractors in Marin and insuring the smooth conversion of Marin County businesses to alternative work that is more consistent with the public welfare, as per Chapter 23.13 of the Marin County Code.

116 – Peace Conversion Commission

Administration & Finance

Major Accomplishments in FY 2002-2003

During FY 2002-2003, the Peace Conversion Commission carried out the following functions:

- ✓ Screened contracts for vendors who may be nuclear weapons contractors.
- ✓ Updated the County's list of nuclear weapons contractors.
- ✓ Reviewed affidavits from companies previously deemed to be nuclear weapons contractors, but who believed they were no longer involved in nuclear weapons production.

Major Goals and Objectives in FY2003-2004

The long-term goal of this program is to restrain the proliferation of nuclear weapons and thereby limit the dangers inherent in such proliferation. This can be accomplished by the following:

- Screening contracts for vendors who may be nuclear weapons contractors.
- Updating the County's list of nuclear weapons contractors.
- Reviewing affidavits from companies previously deemed to be nuclear weapons contractors, but who believe they are no longer involved in nuclear weapons production.

Summary

All County Administrator Budgets

Mark Riesenfeld, County Administrator

The mission of the County Administrator's Office is to assist the Board of Supervisors and County departments in providing effective services to Marin citizens by promoting sound fiscal management, efficient operations, and a supportive workplace for employees.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 1,476,046	\$ 1,515,261	\$ 2,155,241	\$ 2,162,053
Services and Supplies	12,491,772	13,922,862	26,699,114	28,819,964
Other Charges and Reserves	785,833	821,533	892,751	853,836
Projects and Fixed Assets	44,299	21,735	46,852	25,000
Interdepartmental Charges	(283,272)	(397,478)	(686,587)	(714,079)
Total Expenditures	\$ 14,514,678	\$ 15,883,913	\$ 29,107,371	\$ 31,146,774
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	3,986,019	5,342,488	4,524,051	2,466,887
Federal Assistance	34,086	56,895	38,915	-
State Assistance	981,209	392,928	420,160	380,329
Total Revenues	\$ 5,001,315	\$ 5,792,311	\$ 4,983,126	\$ 2,847,216
Net County Costs	\$ 9,513,364	\$ 10,091,602	\$ 24,124,245	\$ 28,299,558
Allocated Positions (FTE)¹				
	14.00	16.00	16.00	15.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	10.17%	9.54%	7.40%	6.94%
Percent Change in Total Expenditures	n/a	9.43%	83.25%	7.01%
Percent Change in Total Revenues	n/a	15.82%	-13.97%	-42.86%
Percent Change in Net County Costs	n/a	6.08%	139.05%	17.31%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

This table presents information in aggregated format summarizing expenditures, revenues, and net County costs for the 8 budget centers administered by the County Administrator. Not included in the table is the financial data for Capital Improvements (Fund 130) and Fish & Game budget centers. Included are data for the following budget centers:

113 – County Administrator	236 – Risk Management	410 – GF Road & Transportation
193 – Economic Development	319 – Alternate Public Defender	Project
235 – Miscellaneous Various	375 – Animal Control	551 – Court Observation-Examination

113 – County Administrator Administration & Finance

Mark Riesenfeld, County Administrator

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 1,252,546	\$ 1,304,883	\$ 1,531,200	\$ 1,616,480
Services and Supplies	99,341	223,386	140,730	89,730
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	16,928	21,735	21,852	-
Interdepartmental Charges	49,486	81,636	238,471	251,381
Total Expenditures	\$ 1,418,301	\$ 1,631,640	\$ 1,932,253	\$ 1,957,591
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	43,544	39,329	1,000	1,000
Federal Assistance	-	-	-	-
State Assistance	63,827	2,722	-	-
Total Revenues	\$ 107,371	\$ 42,052	\$ 1,000	\$ 1,000
Net County Costs	\$ 1,310,929	\$ 1,589,588	\$ 1,931,253	\$ 1,956,591
Allocated Positions (FTE)¹	13.00	12.00	12.00	12.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	88.31%	79.97%	79.24%	82.57%
Percent Change in Total Expenditures	n/a	15.04%	18.42%	1.31%
Percent Change in Total Revenues	n/a	-60.84%	-97.62%	0.00%
Percent Change in Net County Costs	n/a	21.26%	21.49%	1.31%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Administrator supports the legislative function of the Board of Supervisors by providing research, information, and recommendations. It serves the executive functions of the Board by administering and supervising all County departments in matters that are the responsibility of the Board of Supervisors.

The Office of the Administrator annually prepares the Proposed Budget and monitors implementation of the Budget once adopted by the Board

113 – County Administrator

Administration & Finance

Major Accomplishments in FY 2002-2003

- ✓ Coordinated employee efforts to implement the County's Strategic Plan and accomplished many milestones identified in the Action Plan.
- ✓ Initiated an improved program for internal communication with employees, including the *Update* and the *FYI*.
- ✓ Coordinated the development of new interim facilities for Communications/Dispatch and Emergency Services including the establishment of a new Emergency Operation Center.
- ✓ Established a new, more inclusive county budgeting process that resulted in better communication with the public and employees and has initiated the process of a multi-year restructuring of the budget.
- ✓ Supported training and acquisition of equipment to improve County disaster preparedness and security in county facilities.
- ✓ Coordinated completion of Telework policy plan to enable flexible work schedules for employees.
- ✓ Initiated the process of planning and developing existing and new building space at the Civic Center campus.
- ✓ Provided overall coordination for County's legislative program resulting in both state and federal funding of key programs and protection sources of county revenues.
- ✓ Promoted the enhancement of the County's revenue base through fee increases where appropriate.
- ✓ Coordinated the County's fiscal management team in the issuance of pension obligation bonds to assist in managing retirement system costs.

Major Goals and Objectives for FY 2003-2004

- Hire a Facilities Management Coordinator to oversee the planning and development of capital projects and establishment of project priorities.
- Identify a site on the Civic Center campus for a public safety facility and complete initial designs for the project.
- Work with the implementation Steering Committee and county departments to complete the year 2 action agenda of the Strategic Plan. Focus on improving customer service training and employee communications.
- In conjunction with the Board of Supervisors and senior county management, develop and implement a strategic approach to restructuring the County Budget to align with the county's mission and priorities and the potential for several years of reduced financial resources.
- Coordinate efforts of Assistant Department Head group to improve County business systems.
- Begin implementation of the telework and alternative work hour program allowing employees greater flexibility of schedule and place of work.
- Initiate negotiations with the State to resolve occupancy and maintenance issues regarding court offices and facilities.

193 – Economic Development Administration & Finance

Mark Riesenfeld, County Administrator

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	-	-	-	-
Other Charges and Reserves	30,000	30,000	30,500	30,500
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ 30,000	\$ 30,000	\$ 30,500	\$ 30,500
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	-	-	-	-
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	-
Net County Costs	\$ 30,000	\$ 30,000	\$ 30,500	\$ 30,500
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	0.00%	1.67%	0.00%
Percent Change in Total Revenues	n/a	0.00%	0.00%	0.00%
Percent Change in Net County Costs	n/a	0.00%	1.67%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center covers expenditures permitted under the Government Code for expenses related to the promotion of the County's industrial, commercial, educational, recreational, climatic and cultural resources.

235 – Miscellaneous Various Administration & Finance

Mark Riesenfeld, County Administrator

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 123,023	\$ 124,455	\$ 141,879	\$ 50,000
Services and Supplies	4,481,557	4,354,534	14,582,540	13,450,012
Other Charges and Reserves	755,833	791,533	862,251	823,336
Projects and Fixed Assets	18,304	-	25,000	25,000
Interdepartmental Charges	27,371	39,516	875	875
Total Expenditures	\$ 5,406,088	\$ 5,310,038	\$ 15,612,545	\$ 14,349,223
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	2,731,287	2,875,240	2,738,133	550,193
Federal Assistance	34,086	56,895	38,915	-
State Assistance	500,000	-	-	-
Total Revenues	\$ 3,265,373	\$ 2,932,135	\$ 2,777,048	\$ 550,193
Net County Costs	\$ 2,140,714	\$ 2,377,903	\$ 12,835,497	\$ 13,799,030
Allocated Positions (FTE)¹	1.00	1.00	1.00	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	2.28%	2.34%	0.91%	0.35%
Percent Change in Total Expenditures	n/a	-1.78%	194.02%	-8.09%
Percent Change in Total Revenues	n/a	-10.21%	-5.29%	-80.19%
Percent Change in Net County Costs	n/a	11.08%	439.78%	7.51%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center provides appropriation authority for a variety of miscellaneous expenditures that generally do not fall within the jurisdiction of any particular County department.

This budget center contains authority for miscellaneous expenditures, including County postage and mailing costs; outreach activities,

including Court Appointed Special Advocates (CASA); employee counseling programs; and miscellaneous fees for County memberships in regional, State, and national organizations. In addition, the County Librarian's salary and benefits, required by law to be paid from the General Fund, is included in this budget center. A Harbor Administrator for the Richardson Bay

235 – Miscellaneous Various Administration & Finance

Regional Authority (RBRA) had been included in this budget center in previous years; however, this position is budgeted in budget center 376 within CDA for FY 2003-04.

Further expenditures in this budget are for: the Local Agency Formation Commission (LAFCO); contract services, including Civic Center exhibits, Renters' Rebates, the Marin Agricultural Land Trust (MALT), legislative representation, Board of Supervisors' Community Service Projects, congestion management, and other miscellaneous services; City-County projects including the County's share of non-point pollution discharge program costs; and temporary winter shelter for adults. General administrative overhead costs for the Marin County Resource Conservation District, which encompasses approximately 90% of the total County area, are budgeted here in lieu of a district property tax.

Major Goals and Objectives for FY 2003-2004

The purpose of this budget center is to facilitate the allocation and proper accounting of resources to various miscellaneous activities and programs.

236 – Risk Management Administration & Finance

Mark Riesenfeld, County Administrator

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 100,477	\$ 85,923	\$ 482,162	\$ 495,573
Services and Supplies	4,282,781	5,740,359	7,312,809	10,112,235
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	9,068	-	-	-
Interdepartmental Charges	(360,794)	(519,295)	(898,529)	(938,931)
Total Expenditures	\$ 4,031,531	\$ 5,306,986	\$ 6,896,442	\$ 9,668,877
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	79,787	526,291	135,692	217,354
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 79,787	\$ 526,291	\$ 135,692	\$ 217,354
Net County Costs	\$ 3,951,744	\$ 4,780,695	\$ 6,760,750	\$ 9,451,523
Allocated Positions (FTE)¹	-	3.00	3.00	3.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	2.49%	1.62%	6.99%	5.13%
Percent Change in Total Expenditures	n/a	31.64%	29.95%	40.20%
Percent Change in Total Revenues	n/a	559.62%	-74.22%	60.18%
Percent Change in Net County Costs	n/a	20.98%	41.42%	39.80%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Risk Management division of the County Administrator's office handles insurance, workers' compensation, safety, ergonomics, and other matters relating to the County's management of risk. This budget center provides expenditure appropriations for all of the County's general insurance and self-insurance lines of coverage, including general liability, property, medical malpractice, unemployment insurance and Worker's Compensation, for County operations. It also provides for the administration of County risk management activities.

Major Accomplishments in FY 2002-03

- ✓ An ergonomics work group was established to synchronize preventive and workers' compensation related ergonomic evaluations and to plan for the rollout to County employees of an ergonomics training program and MINE documentation.
- ✓ Workers' Compensation procedures were analyzed, mapped, and documented in preparation for training County managers and supervisors in effectively handling employee claims. Communications with the County's workers' compensation third-party administrator (TPA) were enhanced in order to provide better information between the administrator, departments, and injured employees.
- ✓ The County's insurance claims handling procedures and forms were written, organized, and put on the MINE for easy access by employees.
- ✓ An assessment of physical site hazards occurring on County properties was completed and a plan for corrective action was initiated.
- ✓ Actuarial studies of both Workers' Compensation and General Liability were completed and analyzed. The County's fiscal position for both programs was assessed to be satisfactory.
- ✓ Insurance requirements for contracts were posted on the MINE and enforcement of the requirements was significantly strengthened.

Major Program Goals and Objectives for FY 2003-04

- Develop County Workers' Compensation, ergonomics, and return-to-work program policies and procedures, provide training to County supervisors, and deploy documentation and forms in a user-friendly format on the MINE.
- Perform a countywide loss trend analysis by department and key loss types, and initiate loss control planning and implementation.

Pending Issues and Policy Considerations for FY 2003-04

Demands for reform of Workers' Compensation at the State level are increasing and a variety of proposed legislation has been introduced. It will be critical to Marin County, as well as to the State government, other public agencies, and private employers, that changes in Workers' Compensation be balanced and practical.

319 – Alternate Public Defender Services

Administration & Finance

Mark Riesenfeld, County Administrator

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	1,180,610	1,121,494	1,750,000	1,750,000
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ 1,180,610	\$ 1,121,494	\$ 1,750,000	\$ 1,750,000
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	28,468	43,378	-	-
Federal Assistance	-	-	-	-
State Assistance	417,382	390,206	420,160	380,329
Total Revenues	\$ 445,850	\$ 433,584	\$ 420,160	\$ 380,329
Net County Costs	\$ 734,760	\$ 687,911	\$ 1,329,840	\$ 1,369,671
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	-5.01%	56.04%	0.00%
Percent Change in Total Revenues	n/a	-2.75%	-3.10%	-9.48%
Percent Change in Net County Costs	n/a	-6.38%	93.32%	3.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center contains appropriations to fund the cost of hiring outside counsel to handle adult and juvenile criminal cases in which the Public Defender declares a conflict of interest. The activity and the level of service are both mandated by federal and State law. Since March 1996, the County has contracted with Alternate Defenders, Inc. (ADI) for the handling of most conflict cases.

Major Program Responsibilities

This budget center has no direct service responsibilities. Rather, it serves as a device to appropriate and expend funds for conflicted indigent defense cases. The actual representation of indigents in cases where the Public Defender has a professional conflict is a duty placed on the County by the State Constitution and statutes.

319 – Alternate Public Defender Services

Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Recommend
Juvenile Cases Handled	159	130	120	167
Misdemeanor Cases Handled	312	284	260	260
Felony “Wobbler” ¹ Cases Handled	130	140	140	140
Straight Felony Cases Handled	181	135	140	118
Other Cases Handled ²	5	16	25	7

1. “Wobbler” felonies are cases filed as felonies that could have been filed as either misdemeanors or felonies.

2. Includes Family Support, Civil Contempt, Misdemeanor Appeals and Witness representation

375 – Animal Control Administration & Finance

Mark Riesenfeld, County Administrator

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	2,021,427	2,128,215	2,212,535	2,313,701
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	665	665	(27,404)	(27,404)
Total Expenditures	\$ 2,022,092	\$ 2,128,880	\$ 2,185,131	\$ 2,286,297
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	1,100,188	1,855,531	1,647,226	1,696,340
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 1,100,188	\$ 1,855,531	\$ 1,647,226	\$ 1,696,340
Net County Costs	\$ 921,904	\$ 273,349	\$ 537,905	\$ 589,957
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	5.28%	2.64%	4.63%
Percent Change in Total Revenues	n/a	68.66%	-11.23%	2.98%
Percent Change in Net County Costs	n/a	-70.35%	96.78%	9.68%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

Animal control and shelter services for the County and Marin's cities, towns, and unincorporated areas are provided by the Marin Humane Society under a contractual arrangement. Since 1979, a committee of Marin Town/City Managers has

negotiated this contract. Under the agreement, the County's share of the cost is 30%, with the cities and towns paying the remainder. The current five-year contract with the Marin Humane Society will run through June 30, 2005.

375 – Animal Control Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Recommend	FY 2003-04 Recommend
Emergency Calls	1,434	1,475	1,507	1,475
Wildlife Emergencies	2,869	2,880	3,252	3,000
Regular Calls	2,197	2,205	2,129	2,200
Investigations	2,015	2,050	2,039	2,100
Dead Wildlife	1,755	1,795	1,865	1,800
Dead Domestics	460	483	440	450

Major Accomplishments in FY 2002-2003

- ✓ Animal Control Services increased dead wildlife pick-up services to seven days a week.
- ✓ The Humane Society has accomplished a goal of no euthanasia of adoptable, healthy cats or dogs.
- ✓ The Humane Society continued energy conservation programs to combat the utility rate increases.
- ✓ The Humane Society continues to be a national leader in high redemption rates for lost animals.
- ✓ The Humane Society designed and implemented a special animal rescue response unit to better serve the community.
- ✓ The County and the Humane Society made recommendations to the Board of Supervisors regarding updates and revisions to the Animal Services section of the Marin County Code.
- ✓ With private funding, the Humane Society constructed a new behavior and training wing to their facility that will better serve the communities needs for behavior consultations and dog training classes.

Major Goals and Objectives for FY 2003-2004

- Continue implementing customer friendly programs that efficiently meet the demands of the community.
- Implement a new innovative identification program to increase the numbers of cats rescued and reunited with their owners.
- With private funding, the Humane Society will offer subsidized sterilization programs and increase community outreach.

Pending Issues and Policy Considerations for FY 2003-2004

- The County and the Humane Society will continue monitoring state animal legislation to insure that the County is in compliance.
- The Humane Society and the County will actively pursue claim reimbursement under SB 90, the Hayden Bill, for the eligible period beginning January 1, 1999, to cover any claimable cost increases for animal services related to this state mandate. (Filing of a claim is not a guarantee of reimbursement, but is a requirement for any agency seeking state reimbursement.) The earliest date for reimbursement, if any, would be 2003.

376 – Fish and Game

Administration & Finance

Ellie Rilla, Farm Advisor

The Wildlife and Fisheries Advisory Committee of Marin County was formed in 1975 to advise the Marin County Board of Supervisors on matters concerning wildlife, fisheries and the environment.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	-	-	-	-
Other Charges and Reserves	37,488	24,733	66,201	22,000
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ 37,488	\$ 24,733	\$ 66,201	\$ 22,000
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	9,392	13,527	12,000	12,000
Federal Assistance	-	-	-	-
State Assistance	15,121	-	10,000	10,000
Total Revenues	\$ 24,512	\$ 13,527	\$ 22,000	\$ 22,000
Net County Costs	\$ 12,975	\$ 11,206	\$ 44,201	-
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	-34.02%	167.66%	-66.77%
Percent Change in Total Revenues	n/a	-44.82%	62.64%	0.00%
Percent Change in Net County Costs	n/a	-13.64%	294.44%	-100.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center provides funding to support various fish and game preservation and related educational programs. The Wildlife and Fisheries Advisory Committee has approved the funding requests represented in the recommended budget column.

Major Program Responsibilities

The Committee advises the Board of Supervisors on expenditures of funds obtained through Fish and Game Code violations and in-lieu fees from County public lands. These expenditures promote the sustainable use and management of fish and wildlife resources in the County.

Major Accomplishments in FY 2002-2003

- ✓ With the Help from John Montgomery, Superior Court Executive Officer, and Liza Crosse, Aide to Supervisor Kinsey, Marin County now has a new up-to-date court bail schedule for violations affecting our county's fish and wildlife.
- ✓ The Marin Wildlife and Fisheries Advisory Committee (MWFAC) reviewed grant applications from 16 community groups to initiate or continue projects to protect and enhance natural resources in the County and recommended grants for the following:
 - ❑ BayKeeper
 - ❑ Friends of Corte Madera Creek
 - ❑ Marin Audubon Society
 - ❑ Bay Audubon Center and Sanctuary
 - ❑ Marin Mammal Center
 - ❑ Mill Valley StreamKeepers
 - ❑ School Environmental Education Docents (SEED)
 - ❑ Salmon Protection & Watershed Network (SPAWN)
 - ❑ Students & Teachers Restoring a Watershed (STRAW)
 - ❑ Terwilliger Nature Education Projects
 - ❑ Friends of Novato Creek
 - ❑ Romberg Tiburon Center for Environmental Studies

- ❑ Learning Center & Wild Education Programs – PRNS

- ✓ Made initial contact with many other county Fish & Wildlife Committees within the State.

Major Goals and Objectives for FY 2003-2004

- Increase the involvement and awareness of Marin residents regarding fish and wildlife issues.
- Promote regional fish and wildlife projects in conjunction with other Fish and Wildlife Advisory Committees.
- Develop a better inventory of wildlife and fisheries resources in Marin County.
- Increase civic and public awareness of the possible need for wildlife corridors.
- Protect and enhance riparian habitat, and improve stream and ocean water quality.
- Increase public awareness of erosion and transport of sediment into streams and estuaries.
- Increase public awareness of the need to control the spread of exotic species including scotch broom, ice plant, star thistle, the green crab, and the Chinese mitten crab.

Pending Issues and Policy Considerations for FY 2003-2004

- Encourage recognition of the value of fish and wildlife resources and see this reflected in fines and forfeitures assessed for fish and game violations.

410 – GF Road & Transportation Project

Administration & Finance

Mark Riesenfeld, County
Administrator

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	-	7,500	350,000	753,786
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ -	7,500 \$	350,000 \$	753,786
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	-	-	-	-
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	-
Net County Costs	\$ -	7,500 \$	350,000 \$	753,786
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	0.00%	4566.67%	115.37%
Percent Change in Total Revenues	n/a	0.00%	0.00%	0.00%
Percent Change in Net County Costs	n/a	0.00%	4566.67%	115.37%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center is an accounting vehicle for the County's annual Maintenance-of-Effort contribution to the County Road Fund.

551 – Court Observations–Exams

Mark Riesenfeld, County Administrator

Administration & Finance

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	426,057	347,375	350,500	350,500
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ 426,057	\$ 347,375	\$ 350,500	\$ 350,500
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	2,744	2,719	2,000	2,000
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 2,744	\$ 2,719	\$ 2,000	\$ 2,000
Net County Costs	\$ 423,313	\$ 344,656	\$ 348,500	\$ 348,500
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	-18.47%	0.90%	0.00%
Percent Change in Total Revenues	n/a	-0.91%	-26.45%	0.00%
Percent Change in Net County Costs	n/a	-18.58%	1.12%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center provides funding for expert witness fees and court-ordered medical examinations and tests.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	3,745	6,050	56,781	56,781
Other Charges and Reserves	4,003,206	4,002,683	3,995,683	4,888,535
Projects and Fixed Assets	13,373,124	10,472,074	2,430,000	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ 17,380,075	\$ 14,480,807	\$ 6,482,464	\$ 4,945,316
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	1,876,389	1,160,445	1,000,000	1,892,852
Federal Assistance	-	-	-	-
State Assistance	246,000	564,243	-	-
Total Revenues	\$ 2,122,389	\$ 1,724,688	\$ 1,000,000	\$ 1,892,852
Net County Costs	\$ 15,257,685	\$ 12,756,119	\$ 5,482,464	\$ 3,052,464
Allocated Positions (FTE)¹				
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	-16.68%	-55.23%	-23.71%
Percent Change in Total Revenues	n/a	-18.74%	-42.02%	89.29%
Percent Change in Net County Costs	n/a	-16.40%	-57.02%	-44.32%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The CAP budget center accounts for the accumulation and expenditure of resources for the financing of the County's Capital Improvement Program. It contains funds encumbered from prior year budgets for ongoing capital improvements, appropriations for the annual debt service on CAP borrowings and appropriations for new projects once they are approved by the Board.

Major Program Responsibilities

The County Administrator determines the costs, source of financing, and feasibility of proposed capital improvements. In carrying-out these responsibilities, the Administrator:

- Reviews the recommendations contained in the County's "Five-Year Capital Improvement Program,"

- Makes recommendations to the Board on capital improvement priorities,
- Reviews with the Auditor-Controller the amount required to service the annual debt for the construction of County facilities, e.g., the County Jail and the seismic retrofit of the Hall of Justice, and
- Determines the source of funding for capital projects. These sources may include revenues from the Criminal Justice Facility Temporary Construction Fund and the Court Facility Temporary Construction Fund, interest earnings on the corpus of the Certificates of Participation, other miscellaneous income, and General Fund contributions.

Major Accomplishments in FY 2002-2003

Over the last year, the Board has continued to make significant progress addressing and resolving issues of deferred maintenance in the historic Frank Lloyd Wright Marin County Civic Center and other County buildings. Major projects undertaken to sustain this historic landmark, and other County buildings include:

- ❑ Completion of Civic Center Spire Restoration Project.
- ❑ Completion of upgrade of elevators No. 1 & No. 3 in Administration Building.
- ❑ Completion of reroofing projects at Nicasio Fire Station and General Service Building at Civic Center.
- ❑ Completion of Tenant Improvements at 120 North Redwood Drive.
- ❑ Completion of the Veterans Memorial Building Dome Reroof Project.
- ❑ Completion of Parking Lot Lighting Restoration at Veterans Memorial Building.
- ❑ Completion of Canopies Retrofit at the Exhibit Hall.

- ❑ Completion of Code Compliance project at the Cafeteria kitchen.
- ❑ Completion of HVAC Controls (Andover) upgrade at the Civic Center.
- ❑ Completion of Autoflame upgrade project for the boilers at the Civic Center.
- ❑ Completion of the Novato Library Remodel Project.
- ❑ Implementation of the various projects to provide ADA access.
- ❑ Implementation of the various projects to install County standard ergonomic furniture.
- ❑ Work has begun on the Hall of Justice Lightwells Seismic Retrofit.
- ❑ Work has begun on the EOC/Communication Center Relocation Project.
- ❑ Work has begun on Photovoltaic Power Generation System at the General Services Building.
- ❑ Work has begun on Corte Madera Library Parking Addition.

CAP – Administrator Administration & Finance

Major Goals and Objectives for FY 2003-2004

The FY 2003-04 Proposed Budget contains \$500,000 to fund the capital projects listed on the following table. This amount is appropriated in budget center 235, and will be transferred to CAP upon approval by the Board of Supervisors.

Recommended Projects

<input type="checkbox"/> HVAC Clean-up (Phase I, HOJ)	\$ 100,000
<input type="checkbox"/> ADA improvements	\$ 100,000
<input type="checkbox"/> Minor Repair Maintenance	\$ 80,000
<input type="checkbox"/> Civic Center Parking Lot Repairs	\$ 55,000
<input type="checkbox"/> Fire Station Improvements	\$ 50,000
<input type="checkbox"/> Structural Repair- Admin. Terrace	\$ 45,000
<input type="checkbox"/> New Jail Leakage Repair	\$ 10,000
<input type="checkbox"/> Fire Alarm Upgrade- Civic Center	\$ 35,000
<input type="checkbox"/> Lagoon Park Pathway Repair	\$ 25,000

Pending Issues and Policy Considerations for FY 2003-2004

The County faces an ongoing need to invest in capital facilities to address deferred maintenance requirements and upgrade aging facilities. The County's long-term capital improvement priorities are addressed separately in the "Five-Year Capital Improvement Program" document.

The mission of the Assessor-Recorder's Department is to carry out all pertinent mandates set forth in the State Constitution, California Codes, and State Board of Equalization Property Tax Rules and to provide prompt, courteous, and efficient service to the public.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 4,581,491	\$ 4,905,195	\$ 5,685,127	\$ 6,009,994
Services and Supplies	315,990	367,269	547,265	495,459
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	179,249	177,797	180,334	10,600
Interdepartmental Charges	225,377	323,126	394,917	527,023
Total Expenditures	\$ 5,302,107	\$ 5,773,386	\$ 6,807,643	\$ 7,043,076
Revenues				
Local Taxes	\$ -	\$ -	\$ -	\$ -
Other Local Revenue	2,139,934	2,608,684	2,326,984	2,648,508
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 2,139,934	\$ 2,608,684	\$ 2,326,984	\$ 2,648,508
Net County Costs	\$ 3,162,173	\$ 3,164,702	\$ 4,480,659	\$ 4,394,568
Allocated Positions (FTE)¹	80.00	80.00	81.00	81.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	86.41%	84.96%	83.51%	85.33%
Percent Change in Total Expenditures	n/a	8.89%	17.91%	3.46%
Percent Change in Total Revenues	n/a	21.90%	-10.80%	13.82%
Percent Change in Net County Costs	n/a	0.08%	41.58%	-1.92%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

This table presents information in aggregated format summarizing expenditures, revenues and net County costs for the following four budget centers administered by the Assessor-Recorder:

125 – Assessor-Recorder
373 – Recorder-Vital Statistics

374 – Records Modernization
378 – Recorder-Micrographics

125 – Assessor-Recorder

Administration & Finance

Joan Thayer, Assessor-Recorder

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 4,581,491	\$ 4,905,195	\$ 5,685,127	\$ 6,009,994
Services and Supplies	192,370	185,294	389,049	193,049
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	100,973	106,667	110,559	10,600
Interdepartmental Charges	(22,875)	62,462	134,253	259,621
Total Expenditures	\$ 4,851,960	\$ 5,259,617	\$ 6,318,988	\$ 6,473,264
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	1,679,438	2,094,915	1,838,329	2,078,696
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 1,679,438	\$ 2,094,915	\$ 1,838,329	\$ 2,078,696
Net County Costs	\$ 3,172,521	\$ 3,164,702	\$ 4,480,659	\$ 4,394,568
Allocated Positions (FTE)¹	80.00	80.00	81.00	81.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	94.43%	93.26%	89.97%	92.84%
Percent Change in Total Expenditures	n/a	8.40%	20.14%	2.44%
Percent Change in Total Revenues	n/a	24.74%	-12.25%	13.08%
Percent Change in Net County Costs	n/a	-0.25%	41.58%	-1.92%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Assessor-Recorder determines the value of all taxable real and business personal property in the County (except for public utility properties, which are assessed by the State Board of Equalization). The Recorder is responsible for the creation and maintenance of a permanent record of all documents affecting title to Real Property, (e.g.,

deeds, deeds of trust, liens and maps) officially filed in Marin County. The Recorder also maintains copies of birth, death and marriage certificates in Marin County. Associated expenses for specific Recorder functions are shown in budget centers 373, 374 and 378.

125 – Assessor-Recorder Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Recommend
Assessed Valuation (billions)	\$30.6	\$33.6	\$36.1	\$38.3
Documents Recorded	85,991	124,731	149,677	112,580
Sales & High Value Permits	8,606	6,535	7,500	7,500

Major Program Responsibilities

Revenue & Taxation Code 601 requires that “the assessor shall prepare an assessment roll, as directed by the board, in which shall be listed all property within the County which it is the assessor’s duty to assess.” The basic responsibilities are to:

- Locate all taxable property in the county and identify the ownership.
- Establish a value for all property subject to property taxation.
- List the value of all property on the assessment roll.
- Apply all legal exemptions and exclusions.

Government Code Section 27201-27211 provides that “the recorder shall, upon payment of proper fees and taxes, accept for recordation any instrument, paper, or notice that is authorized or required by statute or court order to be recorded, if the instrument, paper, or notice contains sufficient information to be indexed as provided by statute, meets recording requirements of state statutes and local ordinances, and is photographically reproducible.”

Major Accomplishments in FY 2002-2003

- ✓ The department fully supports the County’s Strategic Plan, as substantiated by the dedication and many accomplishments of its staff in the areas of Customer Service, Communication and Employee Development.
- ✓ Successfully completed the FY 2001/2002 secured and unsecured rolls, posting a total assessed value of \$36.1 billion, an increase of 7.3% over the previous year.
- ✓ Recorded 25% more documents than the previous year due to major increase in re-financings caused by the continuing drop in interest rates. The department and the Board of Supervisors recognized the exceptional effort by the Recorder’s staff.
- ✓ Reduced parcel merger backlog by 30%.
- ✓ State Board of Equalization certified that Marin County is eligible to continue receiving reimbursement of costs associated with processing supplemental assessments based on its Assessment Practices Survey.
- ✓ Electronic records management created a new standard for work efficiency and led to the introduction of dual screen monitor set-ups throughout the department. This allows staff to access information across multiple platforms without having to open and close numerous windows. Staff is thrilled with these new major work tools and has further enhanced the efficiency of the new e-record system.

125 – Assessor-Recorder Administration & Finance

- ✓ Implemented the new e-record system, which enables the electronic accessing of property records, and executed a contract to begin the scanning of over 100,000 multiple page paper property records, which will increase efficiency, reduce time spent retrieving and filing records, and greatly enhance telecommuters' access to records and provide greater ability to respond to public inquiries through electronic records management.
- ✓ Installed touch-screen monitors in both the Assessor and Recorder's public areas to assist customers in accessing public information in a user-friendly format.
- ✓ Assessor-Recorder staff continued to contribute to the department's mission and goals through their participation on the Steering Committee for the Customer Service Pilot Program as part of the Strategic Plan.
- ✓ Michael Rakitnichan was recognized as the County's Employee of the Month for January for his outstanding contribution in the area of Customer Service.
- ✓ Enhanced security of office in response to employee concerns
- ✓ The Department acted on 'maximizing performance' goals by promoting ten employees from within the department.
- ✓ 48% of our appraisers achieved Advanced Certification due to the department's commitment to provide maximum training opportunities. The numerous changes in property tax law and State Board of Equalization requirements necessitate a comprehensive program for continuing education.
- ✓ Participated in numerous County Committees: John Childers-County Telework Core Team; Kathy Tobin-ASO and Records Management; Victoria Cascio, John Childers, Nelson Gremmels, Jodi Olson, Tracy Pioli, Mike Rakitnichan, Carolyn Schuch, David Siebe-

Assessor-Recorder Steering Committee for Customer Service Pilot Program.

- ✓ The department was well represented in the California Assessors' Association: Assessor-Recorder, Joan Thayer, served as President, Assistant Assessor, Gilbert Guadiana served on the Technology Committee and Principal Auditor-Appraiser, Tim Ashdown, served on the Business Personal Property Committee.

Major Program Goals and Objectives for FY 2003-2004

- Fulfill department's mandates and continue to support the County's Strategic Plan.
- In conjunction with IST, convert from the Unsecured Property Assessment System (UPAS) to the new County Assessor's Personal Property System (CAPPS) according to the adopted schedule.
- Complete the property records scanning project.
- Continue to offer and develop in-house training opportunities for staff.
- Revise the Marin County Calamity Ordinance to meet mandated statute.
- Develop and make available customer service information brochures for the public.

Pending Issues and Policy Considerations for FY 2003-04

- Currently, the Orange County Case (*County of Orange v. Assessment Appeals Board No. 3*) is in the process of being appealed. In that case the Superior Court determined that the taxable value of the Parties' (Robert A. Pool and Renee Bezaire) real property could increase by only two percent, due to Proposition XIII. However, at this time the assessed value had been lowered below the Proposition XIII base

year value pursuant to Section 51 of the Revenue and Taxation Code, which requires such reductions when actual market values drop below a property's assessed value. In essence, the Assessor was precluded from bringing properties back to the assessed value to Proposition XIII levels once market conditions had improved and the market value of the property once again exceeded the property's Proposition XIII value. Marin County now has an Orange County type case in Superior Court, which has a good chance of being litigated and appealed before the much slower moving Orange County case is heard at the appellate level. An unfavorable decision at the appellate level could cost the State of California an estimated \$4 Billion Dollars since all counties restored the assessed values of properties that had declined in value below Proposition XIII levels during the last recession.

- Budget Cuts –Revenue impact on Schools, Cities, etc. The department will fulfill the County's primary goal of departmental budget reductions in the amount of 3% net county cost by eliminating two Assessment Recording Technician positions and reducing our contract expenses. The impact of these actions will be mitigated by the projected workload reduction attributed to the anticipated reduction in refinance recordings for FY 2003/04.
- AB 2238 passed last year precludes any agency from publishing or disseminating the addresses or telephone numbers of various officials, safety officers, and their family members and relatives by any means whatsoever. Violation of the Statute is punishable by fines and criminal penalties (Misdemeanor). Because the list of individuals covered is so broad, there is no way that a government agency could determine which individuals qualify, creating difficulty in following through in making what was previously public information confidential on this selective basis. This new law may have profound consequences on the Assessor's and

Recorder's functions since it virtually would preclude publicizing any home address or phone number. As the statute is written, names would also be precluded by inference. Both the assessment roll and Recorder's grantor and grantee index would no longer be public information. This would impact numerous agencies and businesses, as well as overall customer service. This office would have to take all assessment roll, parcel map, and Recorder's data off of the County Web Site. It would impact Marin Map and the GIS. The new restrictions would require major, expensive system modifications in the Assessor-Recorder's office. As required by the bill, an advisory task force under the Attorney General has been set up to determine how to protect a safety official's home information. The Assessors and Recorders are represented on this committee.

- Currently, the State Legislature is considering a split roll for legal entities (e.g., corporations, limited liability companies, and partnerships) as a way of enhancing revenues through an amendment to Section 64 of the Revenue and Taxation Code. The proposed revisions (Senator Escutia) would provide that a transfer or transfers of legal entity ownership interests (e.g., stock) representing cumulatively more than 50% of the total interests in the legal entity would constitute a transfer of all real property interests directly or indirectly controlled by the legal entity resulting in a change of ownership. It creates a rebuttable presumption that legal entities undergo a change of ownership every four years. This is a very bad idea for several reasons: it would require the Assessor to increase its staff to handle a workload that had increased by almost 50%; most counties do not know which properties are owned by legal entities; it would lead to more assessment appeals; and it would require extensive computer programming. Instead of a split roll the State Legislature should initiate a constitutional amendment for a split tax rate for all business entities.

373 – Recorder Vital Statistics

Administration & Finance

Joan Thayer, Assessor-Recorder

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	5,142	4,053	4,235	4,092
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	8,503	8,928	8,928	8,928
Total Expenditures	\$ 13,645	\$ 12,981	\$ 13,163	\$ 13,020
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	13,645	12,981	13,163	13,020
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 13,645	\$ 12,981	\$ 13,163	\$ 13,020
Net County Costs	\$ -	\$ -	\$ -	-
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	-4.87%	1.40%	-1.09%
Percent Change in Total Revenues	n/a	-4.87%	1.41%	-1.09%
Percent Change in Net County Costs	n/a	0.00%	-100.00%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget was established under State law to support the program of improving the County's system of processing vital statistics recorded documents. It is offset by revenues from a special recording fee, which is not available for any other purpose.

Major Program Responsibilities

Section 103525 of the Health and Safety Code mandates the Assessor-Recorder to collect an additional \$2.00 for certified copies of Birth and Death records. One dollar and sixty-five cents (\$1.65) of this fee is forwarded to the State Registrar pursuant to 103525.5 (b). The remaining funds are deposited into the Vital & Health Statistic Trust Fund (937). These funds may be

373 – Recorder Vital Statistics Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Recommend
Vital Statistics Copies	10,831	10,474	12,225	11,626
Marriage Licenses Registered	3,232	3,589	4,199	3,984
Vital Statistics Imaged	22,029	5,699	6,668	6,325

used for the modernization of vital record operations, including improvement, automation and technical support.

Major Accomplishments in FY 2002-2003

- ✓ Electronically indexed 1,133 Public Marriages.
- ✓ Electronically indexed 1,111 Public Births.
- ✓ Electronically indexed 1,071 Public Deaths.

Major Program Goals and Objectives for FY 2003-2004

- Continue the Vital Statistics Index conversion from paper indices to Records Information and Image Management System (RIIMs) electronic database.
- Continue the conversion of all vital statistics from paper, microfilm and optical disks to RIIMS electronic format.
- Develop database and system for tracking Birth and Death certificate applications pursuant to Health and Safety Code 103525.

374 – Records Modernization Division

Administration & Finance

Joan Thayer, Assessor-Recorder

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	97,005	144,790	122,586	263,062
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	73,501	42,760	65,000	-
Interdepartmental Charges	179,102	188,057	188,057	194,795
Total Expenditures	\$ 349,607	\$ 375,607	\$ 375,643	\$ 457,857
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	359,956	375,607	375,643	457,857
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 359,956	\$ 375,607	\$ 375,643	\$ 457,857
Net County Costs	\$ (10,349)	\$ -	\$ -	-
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	7.44%	0.01%	21.89%
Percent Change in Total Revenues	n/a	4.35%	0.01%	21.89%
Percent Change in Net County Costs	n/a	-100.00%	-100.00%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center, which supports the program of improving the County's system of processing recorded documents, is entirely offset by revenues from a special recording fee. Staffing support for this program is provided by the Assessor-Recorder budget center (125).

Major Program Responsibilities

Government Code, Section 27361(c) provides that one dollar (\$1) of the fee for recording the first page of a document shall be available solely to support, maintain, improve, and provide for the full operation or modernized creation, retention and retrieval of information in each county's system of recorded documents.

374 – Records Modernization Division

Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Estimated
Documents Recorded	85,991	124,731	112,000	95,000
Official Records Imaged	348,710	598,239	448,679	403,811
Recorded Maps Imaged	9,560	467	350	315

Major Accomplishments in FY 2002-2003

- ✓ Installation of enhanced touch screen computers for public access of Grantor/Grantee index.
- ✓ Installation of upgrade to Recorders Information and Image Management System (RIIMS) to facilitate online indexing to streamline workflow.
- ✓ Enhanced interdepartmental interaction by establishing process to collect and distribute Survey Monument Preservation Fund fees for the department of Public Works. A ten dollar (\$10.00) per conveyance is collected and distributed pursuant to Marin County Code 3.49.040.

Major Program Goals and Objectives for FY 2003-2004

- Develop a plan to begin the digital conversion of approximately 1,687,500 microfilmed images of official records to a digital format.

378 – Recorder-Micrographic Division

Administration & Finance

Joan Thayer, Assessor-Recorder

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	21,473	33,132	31,395	35,256
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	4,775	28,370	4,775	-
Interdepartmental Charges	60,647	63,679	63,679	63,679
Total Expenditures	\$ 86,895	\$ 125,181	\$ 99,849	\$ 98,935
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	86,895	125,181	99,849	98,935
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 86,895	\$ 125,181	\$ 99,849	\$ 98,935
Net County Costs	\$ 0	\$ 0	\$ -	-
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	44.06%	-20.24%	-0.92%
Percent Change in Total Revenues	n/a	44.06%	-20.24%	-0.92%
Percent Change in Net County Costs	n/a	-99.35%	-100.00%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget unit, which supports the conversion of the Recorder's hard copy and microfilm records to digital images, is almost entirely offset by revenues from a special recording fee. Staffing support for this program is provided by the Assessor-Recorder budget center 125.

Major Program Responsibilities

Government Code Section 27361.4, provides that one-dollar (\$1) may be charged for filing every instrument, paper, or notice for record, in order to defray the cost of converting the County Recorder's document storage system to micrographics.

378 – Recorder-Micrographic Division

Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Estimated
Documents Recorded	85,991	124,731	112,000	95,000

Major Accomplishments in FY 2002-2003

- ✓ Digitized over 650,000 pages of current official records.
- ✓ Produced over 40,000 copies of official records, vital statistics and maps.
- ✓ Improved customer service by purchasing and installing a new high speed, high quality map copier offering same day service on map copy requests.

Major Program Goals and Objectives for FY 2003-2004

- Develop a plan to begin the digital conversion of approximately 1,687,500 images of official records to a digital format.
- Research feasibility of contracting microfilming process to vendor to eliminate the use of toxic chemicals within the office environment.

121 – Auditor-Controller

Administration & Finance

Richard Arrow, Auditor

The mission of the Auditor-Controller's Department is to serve the Marin County community by providing excellent and responsive fiscal leadership, advocating financial integrity and accountability in county government through the monitoring and reporting of financial performance, promoting economy and efficiency, safeguarding of public funds, and fulfilling the many legal mandates of the office.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 1,945,860	\$ 2,187,251	\$ 2,371,466	\$ 2,548,397
Services and Supplies	421,821	454,656	495,178	344,178
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	20,980	66,061	32,692	2,700
Interdepartmental Charges	73,489	119,887	121,476	188,112
Total Expenditures	\$ 2,462,150	\$ 2,827,855	\$ 3,020,812	\$ 3,083,387
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	1,533,961	1,404,049	1,269,023	1,358,023
Federal Assistance	63,903	92,338	91,000	91,000
State Assistance	86,574	63,948	3,000	3,000
Total Revenues	\$ 1,684,437	\$ 1,560,336	\$ 1,363,023	\$ 1,452,023
Net County Costs	\$ 777,713	\$ 1,267,519	\$ 1,657,789	\$ 1,631,364
Allocated Positions (FTE)¹	30.80	29.80	29.80	29.80
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	79.03%	77.35%	78.50%	82.65%
Percent Change in Total Expenditures	n/a	14.85%	6.82%	2.07%
Percent Change in Total Revenues	n/a	-7.37%	-12.65%	6.53%
Percent Change in Net County Costs	n/a	62.98%	30.79%	-1.59%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Auditor-Controller, as the chief fiscal officer of the County (accounting and distributing), maintains the accounts of County government, the County's school districts, and most of the dependent and independent special districts within

Marin County. The Auditor-Controller also administers the County's major financial, budgetary, payroll, fixed asset and tax apportionment systems.

121 – Auditor-Controller Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Estimated
External Audits	4	1	2	3
Internal Audits	14	36	35	30
All other Audits	92	93	80	70
Payment Vouchers processed	NA	118,000	110,000	108,000
Encumbrance Notes	NA	300	400	400
Payroll Checks and Deposits	NA	88,364	94,604	95,500

Major Program Responsibilities

- Tabulates assessed valuations of real and personal property within the County; compiles tax rates; and prepares and apportions tax rolls.
- Controls accounts, pre-audits and allows (or rejects) claims.
- Issues all checks.
- Authorizes all deposits into the County treasury.
- Approves, installs and modifies accounting systems; audits County departments including the maintenance of property inventory records.
- Performs financial and compliance audits of special districts and County departments.
- Provides financial advice to County department managers, the County Administrator and the Board of Supervisors.
- Compiles County and Special district budgets.
- Estimates revenue relating to County budgets.
- Administers the County's payroll system.
- Performs perpetual audits of the treasurer's investment portfolio as a part of its internal audit functions.

- Works with County departmental management in order to improve financial accountability, fiscal control, and safeguarding of County assets.

Major Accomplishments in FY 2002-03

- ✓ Fully implemented GASB 34, the new financial reporting requirements promulgated by the Government Accounting Standards Board (GASB).
- ✓ Partially implemented an electronic filing system that would eliminate the need for paper storage of certain financial transaction records and their accompanying attachments.
- ✓ Extended the electronic fund transfer system to a larger vendor population using a web-based program through Bank of America.
- ✓ Provided all school districts with a property tax revenue-forecasting tool that will allow them to more accurately predict their secured property tax revenues. In addition, a historical data tool was developed that will allow them to compare forecasts to actual property taxes received.
- ✓ Successfully completed a tobacco securitization bond issuance, effectively eliminating the County's risk of future reductions in tobacco settlement revenues due to pending lawsuits in the tobacco industry.

121 – Auditor-Controller

Administration & Finance

- ✓ Initiated the project to enhance or replace the County's financial management systems by implementing a needs assessment study to evaluate current and future systems needs.
- ✓ Successfully concluded several pending audits and presented findings to the County Audit Committee.

Major Program Goals and Objectives for FY 2003-04

- **Financial System Replacement Project** – Implement Phase II of the project to enhance or replace the financial management systems of the County. Phase II will most likely include the development of business requirements, selection of system modules and contract negotiations.
- **Property Tax Online Query** – Provide school districts with the ability to review recently developed revenue forecasting information online, rather than through paper reports.
- **Gold enhancements** – Provide additional functionality to Gold by including the ability to view inter-fund transfers on-line.
- **Space planning** –Begin working with the Department of Public Works to develop a transition plan for the Auditors office to the Facilities Plan workspace standards.
- **Fixed Asset Limit Increase** – Begin training department staff in improved internal controls over fixed assets.
- **Ventura Scanning Project** –Convert microfiche records to electronic format to allow Retirement to access information to determine the financial impacts of implementing the Ventura Decision.
- **Cal-Card** – Currently the County utilizes a purchasing card from Bank of America. In the past, this card was provided free of charge.

Recently the Bank began imposing a fee on users such as Marin County. Many counties in California use Cal-card, a purchasing card program run by the State of California that is provided at no charge and provides for rebates under certain conditions. We intend to research in-depth the benefits of converting the County's purchasing card program to Cal-Card.

100 – Non-Select Revenues

Administration & Finance

Richard Arrow, Auditor

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	-	-	-	324,000
Other Charges and Reserves	2,190,425	673,812	3,055,276	1,119,023
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	(1,489,081)	(2,569,654)	(5,100,023)	(5,775,242)
Total Expenditures	\$ 701,344	\$ (1,895,842)	\$ (2,044,747)	\$ (4,332,219)
Revenues				
Local Taxes	\$ 71,260,928	\$ 78,658,152	\$ 82,314,976	\$ 88,921,376
Other Local Revenue	15,155,811	11,279,205	8,241,420	6,897,875
Federal Assistance	-	-	-	-
State Assistance	18,368,868	17,817,024	17,438,348	19,284,068
Total Revenues	\$ 104,785,607	\$ 107,754,381	\$ 107,994,744	\$ 115,103,319
Net County Costs	\$ (104,084,264)	\$ (109,650,223)	\$ (110,039,491)	\$ (119,435,538)
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	-370.32%	7.85%	111.87%
Percent Change in Total Revenues	n/a	2.83%	0.22%	6.58%
Percent Change in Net County Costs	n/a	5.35%	0.36%	8.54%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

This budget center serves to account for general purpose revenues.

301 – County Contribution to (State) Trial Courts

Administration & Finance

Richard Arrow, Auditor

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	-	-	-	-
Other Charges and Reserves	2,111,712	2,111,712	2,111,712	2,111,712
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ 2,111,712	\$ 2,111,712	\$ 2,111,712	\$ 2,111,712
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	2,288,583	2,308,401	2,308,000	2,308,000
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 2,288,583	\$ 2,308,401	\$ 2,308,000	\$ 2,308,000
Net County Costs	\$ (176,871)	\$ (196,689)	\$ (196,288)	\$ (196,288)
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	0.00%	0.00%	0.00%
Percent Change in Total Revenues	n/a	0.87%	-0.02%	0.00%
Percent Change in Net County Costs	n/a	11.20%	-0.20%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center was created to account for the County's obligation to make annual payments to the State in support of trial court operations. This obligation was created pursuant to AB 233, the Trial Court Funding Realignment Act of 1997 (chapter 850/97). In 1998, the State enacted legislation (chapter 1017/98) reducing the ongoing obligation of certain counties (including Marin) to support trial court operations.

This budget center is for accounting purposes only; it does not administer any direct services.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	-	-	-	-
Other Charges and Reserves	-	-	25,000	25,000
Projects and Fixed Assets	-	-	-	-
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ -	\$ -	25,000	\$ 25,000
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	-	-	-	-
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	-
Net County Costs	\$ -	\$ -	25,000	\$ 25,000
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	0.00%	0.00%	0.00%
Percent Change in Total Revenues	n/a	0.00%	0.00%	0.00%
Percent Change in Net County Costs	n/a	0.00%	0.00%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

This budget center is for accounting purposes only.

131 – County Counsel

Administration & Finance

Patrick Faulkner, County Counsel

The mission of the County Counsel's Office is to provide legal services to assist the County in carrying out mandated and discretionary functions relating to the health, safety and welfare of County residents. Advisory and litigation services are furnished to County departments, boards, and agencies in a manner that is cost-effective, professional, and promotes excellence in delivery of government services to the public.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 2,198,168	\$ 2,490,941	\$ 2,699,262	\$ 2,807,427
Services and Supplies	149,339	147,284	179,022	167,248
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	14,998	17,761	18,577	-
Interdepartmental Charges	50,421	80,280	81,094	119,242
Total Expenditures	\$ 2,412,926	\$ 2,736,265	\$ 2,977,955	\$ 3,093,917
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	137,493	109,166	100,120	100,120
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 137,493	\$ 109,166	\$ 100,120	\$ 100,120
Net County Costs	\$ 2,275,433	\$ 2,627,099	\$ 2,877,835	\$ 2,993,797
Allocated Positions (FTE)¹	22.00	22.00	22.00	21.80
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	91.10%	91.03%	90.64%	90.74%
Percent Change in Total Expenditures	n/a	13.40%	8.83%	3.89%
Percent Change in Total Revenues	n/a	-20.60%	-8.29%	0.00%
Percent Change in Net County Costs	n/a	15.45%	9.54%	4.03%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The County Counsel is the County of Marin's civil legal advisor. The office provides legal services and representation to the County, its officers,

employees, departments, boards, and commissions and to related public agencies and districts.

Workload Indicators	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Estimated
Cases, active and defended	989	740	910	980
Cases per attorney	90	57	70	75
Opinions or Review Requests	1,210	1,478	1,600	1,700

Major Program Responsibilities

- Serve as legal advisor to the Board of Supervisors (Gov. Code §26526).
- Defend or prosecute all civil actions and proceedings in which the County is concerned (Gov. Code § 26529).
- Render legal services to the County and, by contract, to local public entities (Gov. Code §§26529 and 26520).
- Provide legal advice to the Grand Jury (Penal Code §934).

Major Accomplishments in FY 2002-2003

- ✓ Continued success in trials, summary dispositions, and favorable settlement of claims and litigation in State and Federal courts.
- ✓ Continued implementation and upgrading of office case management and document management procedures has promoted professionalism, cost-effectiveness and improved service quality.
- ✓ Continued supervision and updating of County Records Retention Schedules and efforts towards a countywide document management system.

- ✓ Continued provision of legal services to County departments, boards and agencies, responding to their needs and expectations while meeting professional and ethical standards.
- ✓ Continued administrative support of the Civil Grand Jury.

Program Enhancements in FY 2003-2004

- Enhance efficiency through improved document and records management. Work with County's consultants and staff in developing countywide document management/imaging system.
- Utilize Franklin Covey and customer service training to enhance productivity and client satisfaction.

Major Program Goals and Objectives for FY 2003-2004

The County Counsel's Office goals are to (a) provide assertive representation in civil litigation and administrative hearings; (b) provide prompt and effective assistance in negotiation and drafting of contracts and legal documents; and (c) provide responsive legal advice and creative assistance to the Board and to County officers, consistent with the highest ethical standards. Specific goals for 2003-04 are:

- Continue aggressive defense of tort litigation, including trials in State and Federal courts.

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Administration & Finance

- Develop systems to maintain effective client communications and relations to guarantee quality service and client satisfaction.
- Pursue and implement office procedures that promote and achieve cost-effectiveness, professionalism and quality of service.
- Develop, train and maintain staff and professional competence required to meet the needs and expectations of clients.
- Assist County Administrator in countywide review of boards and commissions.

Pending Issues and Policy Considerations for FY 2003-2004

- Defense of increasing complex litigation and juvenile dependency cases.
- Provide proactive counsel for major land use and transportation issues, including initiation of Countywide Plan update, pending and incipient land use issues, and creation and implementation of transportation tax measures and districts.
- Provide counsel for countywide issues involving land use and emergency communications that may require the direct involvement of the County and the Board of Supervisors.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	71,273	72,685	75,800	75,800
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	2,754	2,852	2,852	-
Interdepartmental Charges	12,777	13,139	15,661	20,592
Total Expenditures	\$ 86,804	\$ 88,676	\$ 94,313	\$ 96,392
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	-	-	-	-
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	-
Net County Costs	\$ 86,804	\$ 88,676	\$ 94,313	\$ 96,392
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	2.16%	6.36%	2.20%
Percent Change in Total Revenues	n/a	0.00%	0.00%	0.00%
Percent Change in Net County Costs	n/a	2.16%	6.36%	2.20%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Civil Grand Jury consists of nineteen citizens, selected annually by the Judges of the Superior Court. It is charged with examining the conduct, policies, and needs of public agencies (including County departments) and elected officers within Marin County. It is also required to inquire into the conditions and management of the County Jail and San Quentin State Prison.

The Grand Jury is statutorily authorized to:

- Investigate and report on the operations and records of County officers and departments, as well as special districts governed by the Board of Supervisors (Penal Code §925).

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Administration & Finance

- Examine the books and records of any incorporated city or joint powers agency in the County (Penal Code §925a).
- Inquire into the condition and management of all public prisons within the County (Penal Code §919b).
- Inquire into the willful or corrupt misconduct in office of all public officers within the County (Penal Code §919c).
- Submit a final report of its findings and recommendations to the Superior Court (Penal Code §933a).

141 – Human Resources Administration & Finance

Laura Armor, Director

The mission of the Human Resources Department is to sustain and enhance the County's human resources capacity to achieve its mission and goals by providing quality staff and policies, programs, systems, services, and consultation which contribute to ethical, lawful, equitable, inclusive, and productive management and employment practices in the County.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 1,780,308	\$ 2,088,348	\$ 2,268,750	\$ 2,532,984
Services and Supplies	605,734	536,868	649,124	532,700
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	18,278	33,473	45,499	14,624
Interdepartmental Charges	72,263	134,242	104,515	173,244
Total Expenditures	\$ 2,476,583	\$ 2,792,930	\$ 3,067,888	\$ 3,253,552
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	89,800	96,558	90,800	1,000
Federal Assistance	-	-	-	-
State Assistance	22,597	-	-	-
Total Revenues	\$ 112,397	\$ 96,558	\$ 90,800	\$ 1,000
Net County Costs	\$ 2,364,187	\$ 2,696,373	\$ 2,977,088	\$ 3,252,552
Allocated Positions (FTE)¹				
	28.30	27.30	29.30	29.05
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	71.89%	74.77%	73.95%	77.85%
Percent Change in Total Expenditures	n/a	12.77%	9.84%	6.05%
Percent Change in Total Revenues	n/a	-14.09%	-5.96%	-98.90%
Percent Change in Net County Costs	n/a	14.05%	10.41%	9.25%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

Fourteen human resources functions are provided to the County's 380 managers and supervisors, 2,500 regular and temporary employees, 20

departments, working with 11 unions. These functions are:

141 – Human Resources Administration & Finance

Workload Indicators	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Estimated
Recruitments	270	281	179	150
New hires and promotions	384	397	290	260
Minority % of appointments and promotions in regular, full time	25%	26%	24%	24%
Classification/compensation studies	205	138	126	80
Specifications revised	41	86	55	60
Personnel Commission meetings	19	14	25	25
Contracts and other labor negotiations	11	18	18	10
Formal grievances & appeals	60	29	30	30
Turnover - regular, full time	9.4%	5.5%	5%	3.5%
Training courses	289	273	272	280
Volunteer hours	186,785	205,910	201,650	202,000

1. Developing and administering personnel policies in compliance with public employment law and merit system principles.
2. Recruiting, testing, and certifying candidates to fill vacant positions.
3. Developing and administering benefits to meet employees' needs.
4. Orienting new employees and providing continuing training and development.
5. Conducting management and organization development programs and consultation.
6. Coordinating and advising on discipline, grievances, complaints, and other personnel issues.
7. Developing and administering the classification system, and equitable and competitive compensation plans.
8. Conducting labor negotiations, and providing employment law compliance advice and contract administration.
9. Recruiting and placing volunteers.

10. Supporting diversity and ensuring nondiscrimination in employment.
11. Coordinating employee communications and recognition.
12. Administering safety, wellness, and worker's compensation programs.
13. Staffing and supporting the Personnel Commission, Marin Women's Commission, Human Rights Commission, and Affirmative Action Advisory Committee.
14. Processing all personnel actions.

Major Program Responsibilities

Staffing, Classification and Compensation.

The Human Resources Department annually recruits, tests, and certifies qualified candidates for 150 up to 300 County positions in compliance with the County's Merit System Ordinance, Personnel Commission Rules and Regulations, non-discrimination laws, and other federal and state laws. The Department also administers the County's classification plan, position control, and compensation system.

Employee Relations and Services. The Human Resources Department administers the County's personnel policies, labor relations, employee benefits plans, and wellness programs. Over 34,000 payroll and personnel actions are processed annually. Negotiations are conducted with the 11 unions representing County employees. Staff advises and works with managers, supervisors, and employees on effective and lawful personnel practices, labor contract administration, and grievances, appeals, and disciplinary actions.

- **Organization Effectiveness.** Training, organization development, employee recognition, and volunteer recruitment and placement all contribute to organizational effectiveness. New employee orientation to County government, skills and computer training, and leadership training for all employees and managers are provided. The employee newsletter, *Frankly Speaking*, is published quarterly through the work of staff from all departments, providing an opportunity to inform and celebrate the accomplishments of County employees. Awards ceremonies for employees and volunteers at the Board of Supervisors are highlights of the year as achievements are enumerated and honored.
- **Diversity.** The department administers the non-discrimination program for the County. This includes training and advising management and employees, tracking and reporting workforce diversity, hearing and resolving complaints, conducting and coordinating complaint investigations, and working with related commissions and committees.

Major Accomplishments in FY 2002-2003

State or Federal laws, and/or the County Code and County policy mandate over 75% of the work of the department. This includes conducting all personnel practices consistent with the Merit

System. The implementation of a hiring review process in the County significantly reduced the recruitment workload, while the declining economy and company closures throughout the Bay Area increased the volume of available candidates for each position. Nevertheless, 179 recruitments and examinations were conducted. 30 grievances were processed, 25 Personnel Commission meetings were held, 55 class specifications were updated, and 23 discrimination complaints were investigated and appropriate action taken. Minority appointments to regular, full time positions continued to be consistent with County goals at 24%. Other ongoing work included staffing another 31 commission or committee meetings, producing four issues of *Frankly Speaking*, customized longevity awards provided for 173 employees, 272 training courses coordinated or conducted, and over 2,900 volunteers recruited, placed, and/or their hours tracked.

Several significant program enhancements were achieved in FY 2002-03 which were contained in the Strategic Plan adopted by the Board of Supervisors in September 2001:

- ✓ **Recruitment and Testing Reengineering.** Staff completed the analysis of the recruitment and testing process, which was a pilot in improving internal customer service. Stakeholders' needs and the workflow were analyzed, improvement goals were developed, and changes and improvements made. These include recruitment status information available to operating departments on the intranet, and reduced response time. Stakeholders were informed and the operation is functioning with the changes in place.
- ✓ **Lessons in Leadership.** The Human Resources Training and Development Division, along with assistance from other units, is implementing training countywide on *The Seven Habits of Highly Effective People* and *The Four Roles of Leadership*. They coordinated three pilot programs in *The Seven Habits of Highly Effective People*, and

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subsequently scheduled and began providing this training for all employees, anticipating all employees will participate by 2005. One of the pilots included *The Four Roles of Leadership*, and this is scheduled to be provided to all managers. Feedback is obtained for each participant prior to the training. Managers are to attend the programs prior to their employees so they can set a consistent tone back on the job and reinforce the learning. The training is to be gradually transitioned from consultants to in-house trainers, who have now been trained.

- ✓ **New Wellness Programs.** Services to employees were expanded this year to improve county/employee communication, work-life balance, and employee health and well-being. All briefings provided to employees about benefit programs are now conducted at work locations throughout the county so employees whose workplaces are not at Civic Center have the opportunity to attend. A newsletter to employees from HR is produced on a regular quarterly schedule and is full of useful and timely information. One of the most successful and difficult new programs provided is Tobacco Cessation. Several County employees who have smoked for 30 or more years have successfully quit with assistance from this program.
- ✓ **Retirement Benefit Enhancements.** In order to remain competitive and due to legislation enabling improvements, the County sought to improve retirement benefits for employees on a cost-sharing basis. The department completed negotiations with all eleven bargaining units late last year, including significant contract extensions for some units and implemented the agreed-upon improvements for all employees this year.

In addition to those programs contained in the Strategic Plan, a significant start on the new, revised policy manual was made, beginning with the discrimination prevention policies, which have been completed. The complete set of updated and

revised County personnel policies has been drafted and is under review.

- ✓ **Non Discrimination and Harassment Training and Policies.** All, various county policies on preventing sexual, racial, and other forms of illegal harassment, retaliation, and discrimination were reviewed, revised, and updated into a new set of policies on non-discrimination and harassment. These policies were adopted by the Board of Supervisors in December 2002, and have been distributed to all Department Heads. Training was developed and provided for all County managers and supervisors clarifying Federal and State laws and County policy. Through working with department management, these new policies are being disseminated to all County managers and employees.

Major Program Goals and Objectives for FY 2003-2004

- **Continue mandated programs and Strategic Plan initiatives** – Within the current economic and budget environment, continuing operations at current levels of effectiveness will be challenging in itself. A minimum of 75% of Human Resources Department programs and services are mandated. A significant enhancement was made this year in programs from the Strategic Plan in support of County goals and values. For example, newly developed diversity training will be launched in FY 2003-4; improved communication and benefits services will be maintained; *Lessons in Leadership* will be provided for at least one-third of the workforce; and recruitment and testing consistent with the County's merit system will continue.
- **Personnel Rules.** The revised, updated, and consolidated policies governing human resources management within the County will be completed. It has required more time than anticipated due to other pressing matters. However, with the draft currently completed, it should be finalized this year. It provides the

foundation and guidance to managers and supervisors to manage staff effectively and legally. The new policies will be discussed with managers, unions and employees, and training on its use will be developed and included in supervisory and management training for the County's approximately 380 management staff.

- **5 Year Affirmative Action Plan.** The current five-year plan expires in 2003. Thus a new five-year affirmative action plan will need to be drafted for 2004-9. Expected but not yet available workforce availability data from the 2000 census will drive new diversity goals. The plan will be reviewed for consistency with the recent *Connerly vs. State Personnel Board* decision, which further clarified lawful activity in California for recruitment of persons of color and maintaining a diverse and inclusive workplace.

Pending Issues and Policy Considerations for FY 2003-2004

- **Affirmative Action.** The University of Michigan entrance policy case is being heard by the U.S. Supreme Court. That decision may again change the landscape within which the County develops and operates its diversity goals, programs, and activities.
- **State Budget Crisis.** The State of California's \$36 billion budget may result in significant County budget reductions. Such reductions may involve reductions in force, reorganizations, negotiations with bargaining groups, or similar planning and activities in which Human Resources will be integrally involved.

Summary

All Information Services & Technology Budgets

Benjamin Dresden, Director

The mission of the Information Services Department is the effective deployment of information services (IS) and telecommunications technologies as directed by the Board of Supervisors, to assist County departments individually and collectively in achieving their business goals.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 6,072,088	\$ 7,742,828	\$ 8,762,639	\$ 9,191,333
Services and Supplies	3,672,710	3,527,303	3,982,615	3,752,725
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	1,692,542	2,085,591	1,846,590	2,602,672
Interdepartmental Charges	(2,843,702)	(2,204,879)	(1,973,970)	(2,843,574)
Total Expenditures	\$ 8,593,639	\$ 11,150,843	\$ 12,617,874	\$ 12,703,156
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	681,212	1,065,261	1,320,038	1,342,290
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 681,212	\$ 1,065,261	\$ 1,320,038	\$ 1,342,290
Net County Costs	\$ 7,912,427	\$ 10,085,582	\$ 11,297,836	\$ 11,360,866
Allocated Positions (FTE)¹	80.80	80.80	81.80	81.80
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	70.66%	69.44%	69.45%	72.35%
Percent Change in Total Expenditures	n/a	29.76%	13.16%	0.68%
Percent Change in Total Revenues	n/a	56.38%	23.92%	1.69%
Percent Change in Net County Costs	n/a	27.47%	12.02%	0.56%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

This summary presents information in aggregated format regarding expenditures, revenues, and net County costs for the following four budget centers administered by the Information Services & Technology Department:

- 162 – Telephone Services
- 234 – Information Services
- 240 – IST-MIDAS Administration

162 – Telephone Services

Administration & Finance

Benjamin Dresden, Director

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 495,608	\$ 470,288	\$ 571,763	\$ 597,256
Services and Supplies	1,103,365	1,326,003	1,449,630	1,445,630
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	377,352	383,787	393,284	377,684
Interdepartmental Charges	(1,644,778)	(1,812,105)	(2,040,449)	(2,020,265)
Total Expenditures	\$ 331,547	\$ 367,973	\$ 374,228	\$ 400,305
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	269,591	269,825	352,134	352,134
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 269,591	\$ 269,825	\$ 352,134	\$ 352,134
Net County Costs	\$ 61,956	\$ 98,148	\$ 22,094	\$ 48,171
Allocated Positions (FTE)¹	6.00	6.00	6.00	6.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	149.48%	127.81%	152.78%	149.20%
Percent Change in Total Expenditures	n/a	10.99%	1.70%	6.97%
Percent Change in Total Revenues	n/a	0.09%	30.50%	0.00%
Percent Change in Net County Costs	n/a	58.41%	-77.49%	118.03%

Program Description

The Telephone Services program manages the Civic Center telephone system as well as the telephone systems at 30 additional County offices, ongoing voice and data network costs, equipment maintenance charges, usage charges, salary and other overhead costs for the County. This budget center receives funds from other departments as a result of the distributed cost of the telephone systems across the County.

Major Program Responsibilities

- Maintain and enhance the County's voice systems and voice network infrastructure.
- The Telephone Services Division supports all of the voice telephone systems and data network needs for the County. This support includes repair, training and technical services.

162 – Telephone Services

Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Recommend	FY 2003-04 Recommend
Telephone Adds/Moves/Changes ^{2, 3}	3,400	3,480	3,590	3,600
Help Desk calls – Phones Only ¹	850	800	660	650
Cost studies of usage	12	14	12	15

1 Telephone problems continue to decrease as projected due to employee training, brown bags and the IST web self-help tools.

2 The Seismic Retrofit personnel relocations, significant employee adds and new Civic Center furniture installs all contributed to Telephone Adds/Moves/Changes volumes in 2001-2002.

3 Telephone Services Adds/Moves/Changes continue to increase as additional telephone lines and offices are added to the County telephone system. In addition, the Civic Center data infrastructure upgrade project has facilitated the handoff of data cabling requests to be handled by the Telephone Technicians.

Major Accomplishments in FY 2002-03

- ✓ In mid 2002, Telephone Services launched a new County automated general information line utilizing voice recognition technology. Rather than requiring callers to thumb through the Government Listings in the telephone directory, it is now possible to simply dial 499-7000 and let the voice recognition software do the walking. Callers speak the name of the employee or department they wish to reach or the name of the service offices and services through the use of a single, easy to recall number. Whenever possible, for the convenience of the public, the system will also route calls to external organizations whose services overlap with County services.
- ✓ On an ongoing basis, Telephone Services staff has supported the Telecommuting Alternatives Study by providing information about the County infrastructure and network costs to consultant, Jala International. Phase II of this project was completed in January of 2003.
- ✓ In March of 2003, Telephone Services upgraded the County call accounting TeleManagement System (TMS). The new system provides County departments with the ability to run a number of reports on phone use to more effectively manage costs.
- ✓ Telephone Services has continued to successfully support the significant and

complex cabling requirements in connection with the Seismic Retrofit project and, in addition, performed extensive recabling of a new County facility at 120 N Redwood Drive.

- ✓ Three Library offices—Novato, Corte Madera, and Marin City Libraries--were upgraded to electronic key telephone systems.
- ✓ In April of 2002, Telephone Services began a trial of Internet Protocol (IP) phone technology, which was successfully completed in January of 2003. IP phones can use a data network connection at a small remote office or telecommuting site to connect a multi-button telephone into the County telephone system. In addition, IP phones can be added to wireless laptops and PDAs as a software application where the multi-button phone is a computerized image on the mobile device. Testing of this feature is currently underway. During the 2003-04 fiscal year, small County offices will be evaluated to determine where this feature can be used to provide additional phone functionality at low cost.

Major Program Goals and Objectives for FY 2003-04

- Continued enhancements to the Automated General Information Line with the addition of a Spanish version of the service along with the ongoing addition of new service names.
- The County telephone system's latest maintenance software upgrade will enable Telephone Services to offer new features at no additional cost to the County. These features are:
 - ❑ IP softphone functionality on Personal Digital Assistant (PDA) devices. This feature was successfully rolled out in March of 2003 on LAN wireless PDAs.
 - ❑ Meet Me conferencing functionality similar to commercial conferencing services eliminates the need for one individual to contact and conference individuals into a conference call by providing a telephone number for each participant to call to be added to a conference call.
 - ❑ Cell phone integration – with this feature, calls to an office phone are extended to a cell phone, allowing the County employee to receive work-related calls wherever they are. Additionally, the cell phone can be set up so that incoming calls show the same caller information as our display phones now do and calls from the cell phone into the office can also show the employee name and office telephone number on the phone display.
- Ongoing research into improving functionality while controlling costs of providing network access to telecommuters and mobile workers. In March 2003, testing was successfully completed on the use of wireless laptops for teleworkers and disaster recovery workers. Testing continues with wireless PDAs with the objective of completing this phase of the project in May of 2003. Video

teleconferencing units are now in use in three County locations. In May of 2003, videoconferencing via desktop using Outlook calendaring to schedule videoconference meetings will be provided to all County Outlook email users.

Pending Issues and Policy Considerations for FY 2003-04

Current staffing in Telephone Services is running at peak load. The new systems added, such as the Automated General Information Line, have stretched staffing to near its capacity.

234 – Information Services

Administration & Finance

Benjamin Dresden, Director

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 5,576,480	\$ 7,272,540	\$ 8,190,876	\$ 8,594,077
Services and Supplies	1,237,856	1,459,859	1,897,431	1,744,653
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	1,018,473	1,441,667	1,293,306	853,022
Interdepartmental Charges	44,551	(54,136)	179,591	406,405
Total Expenditures	\$ 7,877,360	\$ 10,119,930	\$ 11,561,204	\$ 11,598,157
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	184,752	287,955	285,462	285,462
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 184,752	\$ 287,955	\$ 285,462	\$ 285,462
Net County Costs	\$ 7,692,608	\$ 9,831,975	\$ 11,275,742	\$ 11,312,695
Allocated Positions (FTE)¹	80.80	80.80	81.80	81.80
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	70.79%	71.86%	70.85%	74.10%
Percent Change in Total Expenditures	n/a	28.47%	14.24%	0.32%
Percent Change in Total Revenues	n/a	55.86%	-0.87%	0.00%
Percent Change in Net County Costs	n/a	27.81%	14.68%	0.33%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Information Services budget center provides comprehensive services and support for all County departments with regard to various computer and technology related systems. Information Services evaluates, recommends, and implements new

systems technologies to enhance the productivity of County employees. Information Services is responsible to maintain the County's network and computer infrastructure as well as all legacy applications, and ensuring the security of the

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Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Est. Actual ¹	FY 2003-04 Recommend
New PC Installations	400	550	490	350
Help Desk Calls Computer Only*	8,978	12,000	11,000	10,500
Training Classes-County Wide	285	300	350	400

* Workload Indicators for **Help Desk Calls Computer Only**.

County's business applications on the appropriate hardware and software platforms in accordance with the County's strategic and operational plans.

Major Program Responsibilities

- Maintain and enhance the County's network and computer infrastructure.
- Assist County departments in achieving their business goals through the effective use of technology.
- Maintain, modify and enhance the criminal justice, property tax, payroll and financial automated computer systems.
- Provide on-going computer training and assist users with hardware /software training.
- Provide help desk services and report and respond to trouble calls for computer services.
- Develop and enhance the County's Internet and Intranet sites.
- Maximize utilization of the employee electronic desktop.
- Provide remote access to the County computing environment for County telecommuters.
- Provide electronic mail, electronic file storage, and data base management support.

- Provide support for changes to the data network for office relocations and construction.

Major Accomplishments in FY 2002-03

Systems & Programming Division:

- ✓ **E-Gov:** Upgraded both the County Inter- and Intranet web sites. Over 100,000 people visit the County Internet site each month.
- ✓ **Assessor's Work Flow:** Completed the development of the Assessor's Real Property Appraisal System.
- ✓ **Justice Enhancements:** Developed and installed the first phases of a complete case management system for the Probation Department. Developed and installed the first phases of a complete case management system for the District Attorney.
- ✓ **Financial System Enhancements:** Developed and installed improvements in the financial, payroll and budget systems including data warehouses for financial and personnel data.

Integrated Services:

- ✓ **Imaging:** Expanded use of imaging platform. Two-thirds of the county departments have imaging applications specific to their documents.
- ✓ **Document Management:** Piloting software that automates the management of electronic

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Administration & Finance

records retention schedule so that they are kept only as long as required by law.

- ✓ **Support Services:** The Database and Quality Assurance team have facilitated the implementation of two major applications and multiple smaller applications. A data warehouse of payroll and property information has been established
- ✓ **Training:** Completed the development of core classes to train county staff on the use of Desktop software.
- ✓ **GIS:** Established a cross-departmental team to support GIS application development in the county and delivered multiple applications, both internal and public.
- ✓ **Health and Human Services:** Consolidated Client information to facilitate statistical reporting and collaboration. Completed a strategic plan for the use of technology in Health and Human Services.

Technical Services Division:

- ✓ **Customer Service:** Completed the Web interface to the Customer Service Management system for the entire county and automated technical solution to provide 7 x 24 support. Implemented advanced voice editing for the Board of Supervisors audio broadcasts to improve accessibility for the public.
- ✓ **Network Architecture:** Completed major restructuring of the Law Enforcement component of the network, supported the move of 200 HHS staff to 120 North Redwood, finished the fiber optic recabling of the Civic Center and started the final phase of the conversion to Cisco switches and routers for the county. Completed the wireless LAN for two courtrooms and developed a strategy for Civic Center wide wireless access.
- ✓ **Server Architecture:** Completed the conversion of the District Attorney and all of HHS to the county Admin domain. Completed

the implementation of the e-mail architecture, including separation from *Marin.org*, introduction of SPAM policies and installation of a highly fault resistant mail repository. Replaced the current mainframe with a new mainframe to take advantage of the software discounts.

- ✓ **Disaster Recovery:** Implemented the records management procedures needed to support restoration of County of Marin system in light of a disaster; developed a migration strategy to take advantage of the older equipment made available from the Data Center upgrade.
- ✓ **Security:** Established privacy networks inside the civic center network and virtual private networks for telecommuters. Rebuilt the county interface with the State of California to get better security and functions for Health and Human Services.

Major Program Goals and Objectives for FY 2003-04

Systems & Programming Division:

- **E-Gov:** Add customer service request fulfillment and 2 ways forms capabilities. Add “reception desk” capabilities to foster one stop shopping for County services.
- **Justice Enhancements:** Continue to develop and enhance the case management systems for the Probation and District Attorney Departments. Assist the Sheriff with the installation and integration of their new Records Management System.
- **Financial System Enhancements:** Continue to add functions and services to the Payroll/Personnel System. Assist with the selection and implementation of a new Enterprise Resource Planning System.
- **Computer Center Upgrades:** Convert 2,680 mainframe COBOL programs to the current

version of IBM COBOL. Thoroughly test the programs to insure quality and install into production.

Technical Services Division:

- **Customer Support:** Receive and respond appropriately to over 12,000 help desk requests for service. Support the PC lease/replacement program. Implement a training knowledge base (Help Desk 101) to support new technical support employees throughout the County. Implement formal records management for all Technical Services Documentation. Prepare and deliver comprehensive analytic reports to support improvement of the county's systems. Lead internal reviews to apply corrective action to county architecture when appropriate.
- **Network Architecture:** Support office moves as needed, complete the Access layer installation of Cisco switches, and support the Comm. Center/EOC relocation. Implement formal network monitoring protocols and reporting.
- **Server Architecture:** Complete the relocation of the data center machinery, support the continual operation of the IBM mainframe and the Windows 2000 servers.
- **Security:** Gain approval of security and acceptable use policies applicable to the entire county; implement wireless security measures as proscribed by the Ciber report on Wireless Security Architecture.

Integrated Services Division:

- **Imaging and Document Management:** Expand and support the use of imaging and document management in County departments. Advance the goals of Records Management.
- **Support Services:** Expand the use of data warehousing by including the financial data.

Provide Quality Assurance testing for new and enhanced applications.

- **Training:** Update core training courses to reflect changes in software and add additional courses on an as needed basis.
- **GIS:** Encourage GIS to enhance the presentation and analysis of data for both county staff and the public.
- **Health and Human Services:** Complete the consolidation of Client information and integrate the use of the Client Index into the business processes of the department.

Pending Issues and Policy Considerations for FY 2003-04

- Provision of technological support for telecommuting employees.
- Implementation of State and Federal Mandated changes to existing programs.
- Maintain integration among Justice Systems as the Courts, the Sheriff and other Justice Departments pursue separate systems.

239 – Information Services-Child Support Services

Administration & Finance

Benjamin Dresden, Director

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	1,047,177	269,980	73,112	-
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	233,426	204,420	40,000	-
Interdepartmental Charges	(1,243,475)	(338,638)	(113,112)	-
Total Expenditures	\$ 37,128	\$ 135,762	\$ -	-
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	-	-	-	-
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	-
Net County Costs	\$ 37,128	\$ 135,762	\$ -	-
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	265.66%	-100.00%	0.00%
Percent Change in Total Revenues	n/a	0.00%	0.00%	0.00%
Percent Change in Net County Costs	n/a	265.66%	-100.00%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

Budget Center 239 accounts for the Information Services Department provision of technical, network, and administrative support to the Department of Child Support Services. Beginning in FY 2003-04, Child Support Services, Budget Center 317 will include the spending authority for data processing services, with cost recovery through interdepartmental charges.

240 – IST-MIDAS Administration

Benjamin Dresden, Director

Administration & Finance

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	284,312	471,461	562,442	562,442
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	63,292	55,718	120,000	120,000
Interdepartmental Charges	-	-	-	-
Total Expenditures	\$ 347,604	\$ 527,179	\$ 682,442	\$ 682,442
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	226,868	507,481	682,442	682,442
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 226,868	\$ 507,481	\$ 682,442	\$ 682,442
Net County Costs	\$ 120,735	\$ 19,698	\$ -	-
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	51.66%	29.45%	0.00%
Percent Change in Total Revenues	n/a	123.69%	34.48%	0.00%
Percent Change in Net County Costs	n/a	-83.68%	-100.00%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Marin Information and Data Access System, MIDAS, is a consortium including the County of Marin, county schools, libraries, non-profit organizations and public agencies. MIDAS provides a wide area network with Internet access to libraries, public agencies, schools and local government. The Civic Center operations

(MIDAS/marin.org - web site <http://www.marin.org>) provides a range of public server services to the non-school segment of MIDAS in addition to providing network connectivity. This budget center is fully offset by revenue generated from services provided and billed out.

240 – IST-MIDAS Administration

Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Recommend
WAN connections provided	64	87	89	95
Organizations served	34	36	34	40
Hosted web sites	85	92	97	105
Hosted domains	85	135	179	200
“Page views”	1,350,000*	2,650,000*	3,860,000	4,200,000

* *www.marin.org only*

Major Program Responsibilities

The County of Marin maintains the MIDAS/marin.org domain name, mail and web servers. MIDAS/marin.org hosts 95 public sector web sites, 450 email accounts and manages over 100 domains. It maintains and monitors the wide area network connected through its Civic Center routers; fields public inquiries and routes them to the appropriate public agencies and non-profit organizations; provides online election information and individual voter polling place information; and supports public agencies', local governments', and non-profit organizations' mail services and web site development on a contract basis. Web site and server applications are provided to public agencies and non-profits on a monthly fee basis. Private wide area network administration, server hosting, and help desk functions are the responsibility of the MIDAS/marin.org contract service providers.

Major Accomplishments in FY 2002-2003

- ✓ Acquired, installed and migrated 400 mail accounts in 32 domains to new mail server and service.
- ✓ Migrated all hosted web sites to new servers.
- ✓ Began to implement network equipment 'spares' inventory.

- ✓ Initiated ability to provide VPN and remote access to customer facilities in the private network.
- ✓ Implemented rewiring, wire management and switching for server/network facilities.
- ✓ Implemented regular system/security patch updates on all servers to prevent hacker abuse and virus/worm damage to publicly exposed servers.
- ✓ Made arrangements with MariNet Libraries and Mill Valley Library to host equipment at core server facilities.
- ✓ Brought in an additional DS3 connection for Internet access, relieving traffic congestion and providing capacity for increased Internet access capacity.
- ✓ Connected MCFL/MariNet Civic Center public and office connections over fiber.

Goals and Objectives for FY 2003-2004

- MIDAS/marin.org will continue to work with consortium members to deliver and receive information on-line, thereby reducing counter services and printing costs.

- The MIDAS network upgrade awaits the finalization of the Marin County cable franchise negotiations. Based on the outcome and available financing, network redesign will be scheduled and implemented to meet the increasing demand for bandwidth associated with rich content applications such as the MarinMap geographic information system and distance learning/conferencing and training programs.
- Continue to promote the economic and operating efficiencies in using core server facilities as a home for information that is shared by multiple agencies (current examples MARINet library catalog, Mill Valley Library, MarinMap GIS system);
- Continue to assess exposure to disaster events and adjust plans to compensate for associated loss of service. Improve backup strategies to accommodate increasing volume of data and servers.
- Implement pilot streaming audio/video projects.

Pending Issues and Policy Considerations for FY 2003-2004

- MIDAS is actively engaged in planning for further network improvements which can be integrated with network plans to be sponsored by the Marin Telecommunications Agency. Information Services will continue to support the network from a design and technical project management point-of-view.
- Improved reliability of server operations is dependent on funding server upgrades and implementation of team based application development and server application management.

241 – Information Services – PC Leased Purchases

Administration & Finance

Benjamin Dresden, Director

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ -	\$ -	\$ -	-
Services and Supplies	-	-	-	-
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	-	-	1,251,966
Interdepartmental Charges	-	-	-	(1,229,714)
Total Expenditures	\$ -	\$ -	\$ -	22,252
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	-	-	-	22,252
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	22,252
Net County Costs	\$ -	\$ -	\$ -	-
Allocated Positions (FTE)¹	-	-	-	-
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	0.00%	0.00%	0.00%	0.00%
Percent Change in Total Expenditures	n/a	0.00%	0.00%	0.00%
Percent Change in Total Revenues	n/a	0.00%	0.00%	0.00%
Percent Change in Net County Costs	n/a	0.00%	0.00%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

This budget center is newly established for FY2003-04 to account for the County's PC Leased Purchase program. Beginning with the new fiscal year, all PC leases will be paid from budget center 241. This budget center will be reimbursed through an interdepartmental charge or as revenue for non-General Fund departments.

The mission of the Retirement Department is to provide retirement related services to our customer base on a cost efficient basis while maintaining the highest levels of service, confidentiality and integrity.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 444,906	\$ 512,223	\$ 645,172	\$ 724,217
Services and Supplies	150,602	162,364	187,775	196,115
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	12,075	6,952	52,764	-
Interdepartmental Charges	78,460	115,304	124,710	129,515
Total Expenditures	\$ 686,044	\$ 796,843	\$ 1,010,421	\$ 1,049,847
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	686,044	796,843	1,010,421	1,049,847
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 686,044	\$ 796,843	\$ 1,010,421	\$ 1,049,847
Net County Costs	\$ 0	\$ 0	\$ -	-
Allocated Positions (FTE)¹	6.50	8.00	8.00	8.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	64.85%	64.28%	63.85%	68.98%
Percent Change in Total Expenditures	n/a	16.15%	26.80%	3.90%
Percent Change in Total Revenues	n/a	16.15%	26.80%	3.90%
Percent Change in Net County Costs	n/a	63.33%	-100.00%	0.00%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Retirement Department is responsible for the administration of the Marin County Employees' Retirement Association. The membership of the Association includes employees of the County of Marin, City of San Rafael, Novato Fire Protection

District, Southern Marin Fire Protection District, Marin/Sonoma Mosquito Abatement District, Tamalpais Community Service District, LAFCO and the Marin City Community Service District.

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Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Recommend
Refund of Contributions	73	168	324	221
Service Buybacks	53*	67*	68*	68
Retirements	121*	94*	117*	117

* Represents actual numbers of retirements and buybacks implemented. Total number of estimated retirement and buyback calculations far exceed these numbers.

Major Program Responsibilities

The Retirement Department is responsible for the administration and granting of normal service retirements, service connected disability retirements, non-service connected disability retirements and in-service death benefits for the employees and beneficiaries of the above named public agencies. In addition, the Retirement system is responsible for the prudent investment of assets that currently approach \$800 million.

Major Accomplishments in FY 2002-2003

- ✓ Conducted an extensive asset/liability study in view of the impact of possible issuance of Pension Obligation Bonds and the creation of new retirement tiers by the County.
- ✓ Completed major restructuring of the retirement system in order to implement new retirement tiers approved by the Board of Supervisors.

Major Program Goals and Objectives for FY 2003-2004

- We will continue to develop the department's existing web site in order to provide an interactive link with the Retirement Department's membership. A major addition to our web site was a retirement calculator that allows employees to estimate different scenarios for future retirement benefits.

- We intend to develop a system whereby retirees will be notified on an annual basis of their named beneficiary thereby giving them the opportunity to make changes when appropriate.

Pending Issues and Policy Considerations for FY 2003-2004

- To continue to provide exemplary service to the Retirement Association's membership.
- To treat people with respect, courtesy and dignity.

Pending Issues and Policy Considerations for FY 2003-04

- Structure the investment portfolio to provide sufficient cash flows for the payment of retiree benefits.
- The Ventura decision is a lawsuit filed in Ventura County affecting the calculation of final compensation used for retirement purposes. Until this is finalized, its full impact on MCERA is unknown.

The mission of the Treasurer-Tax Collector-Public Administrator-County Clerk is to provide a responsive, efficient and professional approach in service to our community, to inspire trust and confidence in our work, to promote public confidence, awareness and increased participation for all citizens in the election process.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 2,202,027	\$ 2,304,549	\$ 2,505,298	\$ 2,718,251
Services and Supplies	1,260,164	1,407,026	1,283,876	1,508,561
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	89,282	136,587	81,773	48,474
Interdepartmental Charges	214,202	288,489	285,698	361,372
Total Expenditures	\$ 3,765,675	\$ 4,136,651	\$ 4,156,645	\$ 4,636,658
Revenues				
Local Taxes	\$ -	\$ -	\$ -	-
Other Local Revenue	1,723,440	1,958,965	1,434,462	1,990,012
Federal Assistance	-	-	-	-
State Assistance	185,628	141,120	-	-
Total Revenues	\$ 1,909,068	\$ 2,100,084	\$ 1,434,462	\$ 1,990,012
Net County Costs	\$ 1,856,607	\$ 2,036,567	\$ 2,722,183	\$ 2,646,646
Allocated Positions (FTE)¹	14.00	14.00	14.00	14.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	58.48%	55.71%	60.27%	58.63%
Percent Change in Total Expenditures	n/a	9.85%	0.48%	11.55%
Percent Change in Total Revenues	n/a	10.01%	-31.70%	38.73%
Percent Change in Net County Costs	n/a	9.69%	33.67%	-2.77%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

This table presents information in aggregated format summarizing expenditures, revenues, and net County costs for the following 3 budget centers administered by the Treasurer-Tax Collector/Registrar/County Clerk:

123 – Treasurer-Tax Collector
151 – Elections/Registrar of Voters

311 – County Clerk

123 – Treasurer-Tax Collector Administration & Finance

Michael Smith, Registrar

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 1,364,016	\$ 1,371,621	\$ 1,522,160	\$ 1,619,188
Services and Supplies	265,033	334,455	349,274	399,674
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	67,823	113,601	74,441	48,474
Interdepartmental Charges	96,015	150,166	151,462	147,978
Total Expenditures	\$ 1,792,886	\$ 1,969,842	\$ 2,097,337	\$ 2,215,314
Revenues				
Local Taxes	\$ -	\$ -	\$ -	\$ -
Other Local Revenue	868,235	964,667	991,162	1,105,212
Federal Assistance	-	-	-	-
State Assistance	32,487	15,746	-	-
Total Revenues	\$ 900,722	\$ 980,413	\$ 991,162	\$ 1,105,212
Net County Costs	\$ 892,164	\$ 989,429	\$ 1,106,175	\$ 1,110,102
Allocated Positions (FTE)¹	20.00	20.00	20.00	20.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	76.08%	69.63%	72.58%	73.09%
Percent Change in Total Expenditures	n/a	9.87%	6.47%	5.63%
Percent Change in Total Revenues	n/a	8.85%	1.10%	11.51%
Percent Change in Net County Costs	n/a	10.90%	11.80%	0.36%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Treasurer-Tax Collector-Public Administrator is an elected position. The mandate of the office is to receive, safeguard and invest County, Schools and Special District funds, to collect taxes and revenues, and to probate estates for County residents, when required, as public administrator. The activities of the office are established by law in the Government Code, Revenue and Taxation Code, Probate Code, Streets & Highways Code,

State Constitution and County Ordinance. This budget center consists of four operating units: Treasurer, Tax Collector, Public Administrator and Central Collections. As of January 1, 1999, the County Clerk and Elections/Registrar of Voters were consolidated with the Treasurer-Tax Collector-Public Administrator's Office. The clerk and registrar functions continue as separate budget centers (151 and 311).

123 – Treasurer-Tax Collector Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Recommend
Tax Collector – Bills/Payments	394,711	434,182	477,600	477,600
Treas Checks – Deposit/Reconciled	255,000	259,078	259,000	240,000
Public Administrator Cases Processed	156	158	147	153
Central Collections – Bills/Payments	62,500	59,175	63,171	68,225

Major Program Responsibilities

Treasurer: Serves as the depository for County, School District and Special District funds. The Treasurer is responsible for the investment of these agencies' funds in a pooled investment program that comprises an average daily balance in excess of \$450 million. Investments are made in accordance with the Government Code and the Treasurer's Statement of Investment Policy. This division also reconciles over 21,000 checks and warrants each month. In addition, the Treasurer administers the collection and payment to bond holders for 1911 and 1915 Act Improvement Bonds within the County and under contract with certain cities. The Treasurer plays a key role in County financings, serves as a member of the County Employees Retirement System's Board of Directors, chairs the County Employees Deferred Compensation Program and the Marin Housing Authority's Residential Loan Committee, and represents the County on the Association of Bay Area Governments (ABAG) Finance Authority for non-profit corporations.

Tax Collector: Processes tax billings and collections for jurisdictions within Marin County. Taxes include secured real estate taxes, supplemental taxes, unsecured taxes (personal property taxes not secured by real estate) and prior year secured and unsecured taxes. The annual tax charge is over \$400 million. The Tax Collector also administers payment plans provided by code and the state's tax postponement and assistance programs for seniors, blind and disabled persons. In addition, the office conducts public auction tax sales, including intergovernmental tax sales. The

unit also bills and collects transient occupancy taxes and processes parcel map requests.

Public Administrator: Responsible for investigating, safeguarding and inventorying all assets of Public Administrator estates as well as the administration of court ordered estates and trusts. In safeguarding assets, the Public Administrator takes immediate possession of deceased persons' assets when a relative or next of kin cannot be ascertained. The Public Administrator also administers estates when there are no relatives or written will appointing an administrator, or when the family is not able to take charge of the estate. The office seeks full cost recovery as provided for in the probate code. The office is currently handling 104 active cases with approximately \$9 million in assets under administration.

Central Collections: In 1994 the Tax Collector's duties were expanded to include a Central Collections unit for criminal justice accounts. Accounts include adult and juvenile Public Defender services, Juvenile Hall detention fees, Health Permit fees, Marin Courts returned checks, and County Jail booking fees. In the following year, the Collections unit was expanded into a collection service for all county departments. The Central Collections unit provides billing and collection services for departments' accounts receivable and handles difficult accounts, which require collection expertise. Billing/collection services approximate \$6.1 million for some 64,000 accounts where recovered revenue is credited back to departments.

123 – Treasurer-Tax Collector Administration & Finance

Major Accomplishments in FY 2002-2003

- ✓ Provided an internet-based property tax payment option for taxpayers, utilizing credit card or virtual check.
- ✓ Following the recommendation of the County's Deferred Compensation Committee, chaired by the Treasurer's Office and subject to County Administrator approval, the county retained the services of Arnerich Massena & Associates, a financial consulting services firm, to review the county's 457 Deferred Compensation Plan
- ✓ Installed an upgrade to our computerized cashing system for the Tax Collector and Treasurer remittance processors in the Tax Collector's office. The upgrade provides increased accuracy and improved data retrieval.

Program Enhancements in FY 2003-2004

- Full implementation of the Bloomberg financial data reporting system. This system expands our access to online financial watch and news services. It also assists the Treasurer's Office in tracking creditworthiness of firms with which our treasurer's unit does business and provides up to date financial data used for investment of the Marin County Treasury Pool funds.
- Testing and implementation of a computerized system to track Transient Occupancy Tax (TOT) reporting and collections from hotels, motels, bed & breakfast and other establishments supplying rental accommodations that are subject to the Marin County Uniform Transient Occupancy Tax code.

Major Program Goals and Objectives for FY 2003-04

- Take advantage of improved banking technology in providing cost effective services to the county, schools and special districts.
- Continue to safeguard and add revenue through active investment management of all funds on deposit with the treasurer and maintain our AAA rated investment program for our county, school and special district funds.
- Continue to provide a responsive and efficient office in service to our community.
- Expand department's World Wide Web based presence in all operating units; build upon the information currently provided and increase business related transactions using online payment options.

151 – Elections/Voter Registration

Michael Smith, Treasurer-Tax Collector

Administration & Finance

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 675,401	\$ 757,573	\$ 802,543	\$ 894,130
Services and Supplies	967,352	1,051,277	913,292	1,087,577
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	21,458	22,538	6,432	-
Interdepartmental Charges	98,570	114,439	109,395	88,181
Total Expenditures	\$ 1,762,780	\$ 1,945,827	\$ 1,831,662	\$ 2,069,888
Revenues				
Local Taxes	\$ -	\$ -	\$ -	\$ -
Other Local Revenue	583,348	706,470	161,500	543,000
Federal Assistance	-	-	-	-
State Assistance	153,141	125,374	-	-
Total Revenues	\$ 736,489	\$ 831,843	\$ 161,500	\$ 543,000
Net County Costs	\$ 1,026,291	\$ 1,113,984	\$ 1,670,162	\$ 1,526,888
Allocated Positions (FTE)¹	11.00	11.00	11.00	11.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	38.31%	38.93%	43.82%	43.20%
Percent Change in Total Expenditures	n/a	10.38%	-5.87%	13.01%
Percent Change in Total Revenues	n/a	12.95%	-80.59%	236.22%
Percent Change in Net County Costs	n/a	8.54%	49.93%	-8.58%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The Registrar of Voters responsibilities include: the registration of voters; maintenance of voter registration files; conduct federal, state, county, and school elections; conduct municipal and special district elections at the request of the governing bodies and verify initiative, referendum and recall petitions. In addition, the office

maintains information on office holders and candidates as required by the Fair Political Practices Commission.

Major Program Responsibilities

Conduct Federal, State, County, School, Municipal and Special District elections.

151 – Elections/Voter Registration Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Est. Actual ¹	FY 2003-04 Recommend
Total Registration for Elections Conducted	364,949	283,774	177,745	283,397
Polling Places Used	333	227	141	244
Precinct Officers Recruited/Trained	1,365 / 983	1,513 / 904	927 / 605	1,640 / 1,000
Absentee Ballots Processed	63,023	62,913	59,466	81,000
New Voter Registrations Processed	17,662	11,198	15,000	18,000
Statewide/Local Petitions Signatures Verified	21,008	4,500	5,100	25,000
Nomination Document Signatures Verified	10,155	4,010	157	4,500
Financial Filings Processed (FPPC)	4,615	4,852	4,900	5,000

Major Accomplishments in FY 2002-03

- ✓ We successfully completed phase two of the election systems upgrade. Phase one, an optical scan voting system, and phase two, an upgraded voter registration system, are in place. The voter registration conversion from the Data General Mini Computer to the PC-Windows based system, and the optical scan system have significantly improved our elections operation. The new systems and easy to read ballot format continue to be well received by our voters. Additionally, candidates and campaign committees welcome the reports generated on the new systems since they contain information that is essential for their campaign needs.

Program Enhancements in FY 2003-2004

Continue to upgrade the elections management system to enable a smoother transfer of data from the elections management system to our ballot counting system, and continue to integrate our precinct maps with the county's GIS system. We will be filing claims for state and federal funding to upgrade our current ballot counting system to touch screens. This will improve services for all

voters on Election Day including additional equipment for the disabled.

Major Program Goals and Objectives for FY 2003-04

- Expand the department's web page to include all relevant information for voters, candidates and jurisdictions in preparing for any upcoming election.
- When federal and state funds become available, work with our vendors to upgrade to a touch screen voting system.
- Work with department heads to increase county employee participation in the County Employee Poll Worker Program to provide more workers for Election Day.

Pending Issues and Policy Considerations for FY 2003-04

As soon as the funding from the state and federal programs has been approved, we will begin the process of upgrading to touch screens and to have the new system in place prior to the March or June 2005 election.

General Fund	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Approved	FY 2003-04 Recommend
Expenditures				
Salaries and Benefits	\$ 162,611	\$ 175,355	\$ 180,595	\$ 204,933
Services and Supplies	27,779	21,295	21,310	21,310
Other Charges and Reserves	-	-	-	-
Projects and Fixed Assets	-	447	900	-
Interdepartmental Charges	19,618	23,884	24,841	125,213
Total Expenditures	\$ 210,008	\$ 220,982	\$ 227,646	\$ 351,456
Revenues				
Local Taxes	\$ -	\$ -	\$ -	\$ -
Other Local Revenue	271,857	287,828	281,800	341,800
Federal Assistance	-	-	-	-
State Assistance	-	-	-	-
Total Revenues	\$ 271,857	\$ 287,828	\$ 281,800	\$ 341,800
Net County Costs	\$ (61,849)	\$ (66,846)	\$ (54,154)	\$ 9,656
Allocated Positions (FTE)¹	3.00	3.00	3.00	3.00
Financial Indicators				
Salary and Benefits as Percentage of Total Expenditures	77.43%	79.35%	79.33%	58.31%
Percent Change in Total Expenditures	n/a	5.23%	3.02%	54.39%
Percent Change in Total Revenues	n/a	5.87%	-2.09%	21.29%
Percent Change in Net County Costs	n/a	8.08%	-18.99%	-117.83%

¹ FTE Counts Reflect Final FTE for FY 00-01, 01-02 and 02-03 and the recommended FTE count for FY 03-04. Therefore, Actual and Approved Salary and Benefit figures may not reflect the annual cost of positions added during a fiscal year.

Program Description

The County Clerk's Office processes, files and indexes documents including fictitious business name statements, marriage licenses, domestic partnerships, notary certificates, oaths of office, environmental impact reports, registration of professional photocopiers and process servers,

business licenses, various permits and passport applications/photographs pursuant to State law and local ordinance. As Commissioner of Civil Marriages, the County Clerk and deputy clerks also perform marriage ceremonies.

311 – County Clerk

Administration & Finance

Workload Indicators	FY 2000-2001 Actual	FY 2001-02 Actual	FY 2002-03 Estimated	FY 2003-04 Recommend
Marriage Licenses	1,884	1,698	1,766	1,782
Marriage Ceremonies	426	410	438	425
Fictitious Business Names	6,866	7,083	7,789	7,246
Passport Applications	2,501	2,195	2,321	2,339
Business Licenses	5,706	6,594	6,594	6,594
Notary Oaths	334	379	418	377

Major Program Responsibilities

State law and local ordinances, with the exception of passport applications, mandate the duties of the County Clerk. Also designated as a passport agent by the U.S. Department of State, the office provides the County with added revenue to offset the County Clerk's overall operating costs by processing passport applications and taking passport photographs.

Major Accomplishments in FY 2002-03

- ✓ With a combined licensing department, we have made it easier for residents to obtain services in just one department. The issuance of passport applications, along with passport photographs, is a service that saves many residents from having to travel to more than one location to obtain both services. Our clients welcome these and all the services we provide Marin County residents.

Major Program Goals and Objectives for FY 2003-04

Cross training of staff will continue for all services provided by this office. This will ensure the customers a knowledgeable staff person and extraordinary customer service. We will be updating the Fictitious Business Name (FBN) program and move it from the outdated system to our automated tracking system "CATS".

Pending Issues and Policy Considerations for FY 2003-04

This office has successfully undergone two substantial changes in the past years: the split with the courts, and the merger with the Treasurer-Tax Collectors office. Completion of cross training will provide the public with improved customer service.